

Management Series

1970-1974

Data Series
Public Relations Series
Personnel Series

Organizing Series
Finance Series
Executive Series
Establishment Officer Series

by

L. Ron Hubbard

Founder of Dianetics and Scientology

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MANAGEMENT SERIES 1970-1974

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 APRIL 1970

Remimeo

THIRD DYNAMIC TECH

The material contained in HCO BULLETINS applies to the FIRST DYNAMICself, the individual.

The data, material and procedures contained in POLICY LETTERS apply to the THIRD DYNAMIC-the dynamic of groups.

In applying HCO Bs as in auditing a preclear, you see that following a certain procedure results in the remedy of a certain personal situation.

In applying HCO Policy Letters, you see that by following or continuing certain Third Dynamic procedures you remedy, handle or continue certain situations which relate to groups.

In both cases, SURVIVAL is the keynote of the end result.

HCO B auditing tech increases the survival of the individual as an individual.

HCO Pol Ltr Third Dynamic Tech increases the survival of the group.

Man has always had a certain amount of know-how in both individual and group matters of survival but he has never had any high level of result.

It is easy to see auditing improve the individual when it is exactly and expertly applied.

Similarly one can see Third Dynamic Tech improve the group and its survival potential.

Just as there is "squirrel" auditing (alter-ised and unworkable) so there can be „squirrel" Third Dynamic Tech.

An executive who has no familiarity with HCO Pol Ltrs can make an awful lot of mistakes.

It is an easy pretense that First Dynamic Tech existed. But no one got any better when Man knew no more than the mumbo-jumbo he had before 1950. Since then real results occur. But they only occur when the actual tech of Dianetics and Scientology is correctly applied.

The same situation existed in the field of the Third Dynamic. The pretense was that "business" tech was successful, to name one. But 17 out of 19 businesses fail every year and the whole of the business world is under threat from the ideology of Communism. Strikes, legislation, banking and other catastrophes daily remain unhandled by "business tech". So there's only pretense that "business tech" applies to groups successfully. It is at best a dying technology.

The failure is that previous Third Dynamic Tech did not seek out and learn the basic laws on which it must have existed.

You have seen the First Dynamic Tech of auditing develop over the decades to a highly precise and very workable body of knowledge. The current search began in about 1931. By 1970 it was in full practice over the world.

The need of organizations to serve the First Dynamic Tech beginning in 1949 forced further and further into view the absence of Third Dynamic Tech and its vital need.

With much hard experience the data now contained in HCO Policy Letters was won. In 1965 I began an active search for the basic laws of the Third Dynamic. What has been found since then has been recorded on tapes or published in HCO Pol Ltrs.

If auditing took 38 years to bring to a highly polished state, then the 20 years of experience of which only 5 were devoted to an active effort to locate the basic laws can be seen to be an incomplete study.

But incomplete or not, the data and drills contained in HCO Policy Letters are a great advance over what Man had.

For instance, in 1950-51, using the crude organizational tech Man then had, the first board of directors of Dianetics Foundations failed utterly. Any and all off-on-the-wrong-foot moves which became later woes to us were laid in at that time by some of the finest legal, accounting and PR experts one could retain.

Twenty years later our organizations, travelling on our developed Third Dynamic Tech (and even now poorly known by staffs) have enabled us to survive in the teeth of old vested interests and not only that to expand as well.

This is due to the practical know-how we have dredged up and used and which you find in HCO Policy Letters.

Naturally, we have not had time to develop Third Dynamic Drills for every situation. We have not had time even to train all our staffs.

But the basic knowledge is there, recorded on tape and on HCO Pol Ltrs and when known, understood and used it gives us survival, expansion and prosperity. When it isn't known or understood or used, only then do we sag.

If a study of our Third Dynamic Tech is approached from the viewpoint that it is for use and when known, understood and used that it will deliver an expected result, then one has a proper framework for the study of it.

If one thinks it is a series of orders, or just some random ideas, then one will not have the use of it.

The short span of men's lives inhibits the full development of any one subject in one lifetime. Thus there is a lot of room for further expansion of our Third Dynamic Tech. But the basic laws can be found in it and many exact drills are contained in it and it has great value in any zone of application.

What we now know and use of our Third Dynamic Tech is all that has forwarded our survival so far.

Thus its wider understanding and use in our own organizations is the key to prosperity and expansion.

An "old experienced Scn executive" (who has a lot of this know-how) can go into a collapsing org and boom it. The data he is using is all in these policy letters. He knows it is there for use and he uses it in action.

The elements he uses are in HCO Policy Letters.

The data encompasses Third Dynamic Tech. It is applied very much like one applies the First Dynamic Tech to the individual.

In its present state of development, like early auditing material, Third Dynamic Tech is used to think with, and only the bright mind will achieve its full potential in action.

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Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 26 APRIL 1970R
REVISED 15 MARCH 1975

Rernimeo

Data Series No. 1R

THE ANATOMY OF THOUGHT

There are many types of thought. Unless one knows these types he can make serious errors on administrative lines.

In the unpublished work "Excalibur" (most of which has been released in HCOBs, PLs and books) there was an important fundamental truth. This was:

SANITY IS THE ABILITY TO RECOGNIZE DIFFERENCES, SIMILARITIES AND IDENTITIES.

This is also Intelligence.

Two or more facts or things that are totally unlike are DIFFERENT. They are not the same fact or same object.

Two or more facts or things that have something in common with one another are SIMILAR.

Two or more facts or things that have all their characteristics in common with one another are IDENTICAL.

SEMANTICS

In a subject developed by Korzybski a great deal of stress is given to the niceties of words. In brief a word is NOT the thing. And an object exactly like another object is different because it occupies a different space and thus "can't be the same object."

As Alfred Korzybski studied under psychiatry and amongst the insane (his mentor was William Alanson White at Saint Elizabeth's Insane Asylum in Wash. D.C.) one can regard him mainly as the father of confusion.

This work, "*General Semantics, a corruption of semantics*, (meaning really "significance" or the "meaning of words") has just enough truth in it to invite interest and just enough curves to injure one's ability to think or communicate. Korzybski did not know the formula of human communication and university professors teaching semantics mainly *ended* up assuring students (and proving it) that no one can communicate with anyone because nobody really knows what anybody else means.

As this "modern" (it was known to the Greeks, *was a specialty of Sophists* and *was also* used by Socrates) penetration into culture affects all education in the West today, it is no wonder that current communication is badly strained. Schools no longer teach basic logic. *Due to earlier miseducation in language and no real education in logic* much broken down "think" *can occur* in high places.

A system of thinking derived from a study of psychotics is not a good yardstick to employ in solving problems. Yet the "thinking" of the heads of states is based on illogical and irrational rules. Populations, fortunately less "well educated," are assaulted by the irrational (kooky) "thinking" of governments. This "thinking" is faulty mainly because it is based on the faulty logic shoved off on school children. "You must study geometry because that is the way you think" is an idiocy that has been current for the past two or three decades in schools.

I have nothing against Korzybski. But the general impact of "General Semantics" has been to give us stupified school boys who, growing up without any training in logic except general semantics are giving us problems. Increasingly we are dealing with people who have never been taught to think and whose native ability to do so has been *hampered by a false "education."*

ADMINISTRATIVE TROUBLE

At once this gives an administrator trouble. Outside and inside his sphere of influence he is dealing with people who not only can't think but have been taught carefully to reach irrational conclusions.

One can make a great deal of headway and experience a lot of relief by realizing the way things are and not getting exasperated and outraged by the absurdities that he sees being used as "solutions." He is dealing with people who in school were not only not taught to think-but were *often* taught the impossibility of thinking or communicating.

This has a very vast influence on an administrator. Things that are perfectly obvious to him get so muddled when passed for decision to others that an administrator tends to go into apathy or despair.

For instance it is completely logical to him that some activity must either cut its expenses or make more money before it goes broke. So he passes this on as an order demanding that the activity balance up its income-outgo ratio. He gets back a "solution" that they "get a huge sum each week from their reserves" so they will be "solvent." The administrator feels rattled and even betrayed. What reserves? Do they have reserves? So he demands to know, has this activity been salting away reserves he knew nothing about? And he receives a solemn reply-no they don't have any reserves but they consider the administrator should just send them money!

The idiocy involved here is that the "logic" of the persons in that activity is not up to realizing that you cannot take more out of something than is in it.

And the activity mentioned is not alone. Today the "assets" of a company are said by "competent economists" to be its property-good will-cash added to its debts! In short, if you have ten pennies and owe E 1000 then your assets are E 1000-0-10!

Yes, you say, but that's crazy! And you're right.

For an example of modern "think" the Ford Foundation *is believed to have* financially *supported* the arming of revolutionary groups so they will be dependent upon the capitalistic system and won't overthrow it even though the revolutionary group could not exist without Ford Foundation support!

A war is fought and continued for years to defend the property rights of landlords against peasants although the landlords are mostly dead.

Electronic computers are exported under government license and paid for by the exporter and shipped to an enemy who could not bomb the exporter without them in order to prevent the enemy from bombing the exporter.

Yes, one says. That's treason. Not necessarily. It is the inability to think! It is the result of suppressing the native ability by false systems of "logic."

PROPER DEFINITIONS

People who annoy one with such weird "solutions" do not know certain *differences*.

Thoughts are infinitely divisible into *classes* of thought.

In other words, in thought there are certain wide *differences* which are very different indeed.

A FACT is something that can be proven to exist by visible evidence.

An OPINION is something which may or may not be based on any *facts*.

Yet a sloppy mind sees *no difference* between a FACT and somebody's opinion.

In courts a psychiatrist (who is an **AUTHORITY**) says "Joe Doakes is crazy." Joe Doakes is promptly put away for ten years, tortured or killed. Yet this statement is just an **OPINION** uttered by somebody whose sanity is more than suspect and what's more is taken from a field "psychiatry" which has no basis in fact since it cannot cure or even detect insanity.

A vast number of people see no difference at all in FACTS and OPINIONS and gaily accept both or either as having equal validity.

An administrator continually gets opinions on his lines which are masquerading as facts. If opinions instead of facts are used in solving problems then one comes up with insane solutions.

Here is an example: By *opinion* it is assumed there are 3000 pounds of potatoes available in a crop. An order is therefore written and payment (\$300 at 100 a pound) is made for the crop. One sack of potatoes is delivered containing 100 pounds. That sack was the *fact*. Loss is 2900 pounds of potatoes.

An administrator runs into this continually. He sends somebody to find an electric potato peeler "just like the one we had". He gets back a paring knife because it is the *same*.

The administrator orders a *similar* type of shirt and gets overcoats.

The administrator feels he is dealing-with malice, sharp practice, laziness, etc, etc. He can lose all faith in honesty **and truthfulness**.

The ACTUAL REASON he is getting such breakdowns is

SANITY IS THE ABILITY TO RECOGNIZE DIFFERENCES, SIMILARITIES AND IDENTITIES.

The people with whom he is dealing *can't think* to such a degree that they give him insane situations. Such people are not crazy. Their thinking is suppressed and distorted by modern "education". "You can't really communicate to anybody because the same word means different things to everyone who uses it." In other words, all identities are different.

A **BASIC LAW** is usually confused by students with an INCIDENTAL FACT. This is conceiving a **similarity when one, the law**, is so far senior to the fact that one could throw the fact away and be no poorer.

When a student or an employee cannot USE a subject he studies or cannot seem to understand a situation his disability is that basics are conceived by him to be merely similar to incidental remarks.

The law, "Objects fall when dropped" is just the same to him as the casual example "a cat jumped off a chair and landed on the floor". Out of this he fixedly keeps in mind two "things he read"-objects fall when dropped, a cat jumped off a chair and landed on the floor. He may see these as having identical value whereas they are similar in subject but widely different in VALUE.

You give this person a brief write-up of company policy. "Customers must be satisfied with our service" begins the write-up. Of course that's a *law* because it has been found to be catastrophic to violate it. On down the page is written, "A card is sent to advise the customer about the order." The employee says he understands all this and goes off apparently happy to carry out his duties. A few weeks later Smith and Co. write and say they will do no more business with you. You hastily try to find out WHY. If you're lucky enough to track it down, you find the shipping clerk sent them a card saying "Your order was received and we don't intend to fill it."

You have the clerk in. You lay down the facts. He looks at you glumly and says he's sorry. He goes back and pulls another blooper. You threaten to fire him. He's now cost the company \$54,000. He is contrite.

All he understands is that life is confusing and that for some mysterious reason you are mad at him, probably because you are naturally grouchy.

What he *doesn't* know is what the administrator seldom taps. It isn't that he doesn't know "company policy". It's that he doesn't know the difference between a law and a comment!

A law of course is something with which one thinks. It is a thing to which one aligns other junior facts and actions. A law lets one PREDICT that if ALL OBJECTS FALL when not supported, then of course cats, books and plates can be predicted in behavior if one lets go of them. As the employee hasn't a clue that there is any difference amongst laws, facts, opinions, orders or suggestions he of course cannot

think as he doesn't have anything to which he can align other data or with which to predict consequences.

He doesn't even know that company policy is "Too many goofs equals fired". So when he does get sacked he thinks "somebody got mad at him".

If you think this applies only to the "stupid employee", know that a whole government service can go this way. Two such services only promoted officers to high rank if they sank their own ships or got their men killed! Social acceptability was the only datum used for promotion and it followed that men too socially involved (or too drunk) of course lost battles.

An organization, ;therefore, can itself be daffy if it has a concept that laws and facts and opinions are all the same thing and so. has no operating policies or laws.

Whole bodies of knowledge can go this route. The laws are submerged into incidental facts. The incidental facts are held onto and the laws never pointed up as having the special value of aligning other data or actions.

An administrator can call a conference on a new building, accidentally collect people who can't differentiate amongst laws, facts, opinions or suggestions-treating them of equal value-and find himself not with a new building but a staggering financial loss.

As the world drifts along with its generations less and less taught and more and more suppressed in thinking, it will of course experience more and more catastrophes in economics, politics and culture and so go boom. As all this influences any one in any organization it is an important point.

PERSONNEL

In despair an administrator enters the field of choosing personnel by experience with them. He embraces a very cruel modern system that fires at once anybody who flubs.

Actually he is trying to defend himself against some hidden menace he has never defined but which haunts him day by day.

The majority of people with whom he deals-and especially governments-cannot conceive of

1. differences,
2. similarities,
3. identities.

As a result they usually can't tell a FACT from an OPINION (because all differences are probably identities and all identities are different and all similarities are imaginary).

A=A=A

We have a broad dissertation on this in *Dianetics the Modern Science of Mental Health* as it affects insane behavior. Everything is everything else. Mr X looks at a horse knows it's a house knows it's a school teacher., So when he sees a horse he is respectful.

When anyone in an org is sanely trying to get things done he sometimes feels like he is spinning from the replies and responses he gets to orders or requests. That's because observation was faulty or think was faulty at the other end of the comm line.

As he tries to get things done he begins to realize (usually falsely) that he is regarded as odd for getting impatient.

THE WAYS OLT17

There are several ways out of this mess.

- (a) One is to issue orders that demand close observation and execution. Issuance of clear orders provides no faintest opportunity of error, assumption or default.
- (b) Another is to demand that an order is fully understood before it is executed.
- (c) A third is to be sure one totally understands any order one receives before one goes off to do it or order it done.
- (d) One is to deal *only* in ORDERS and leave nothing to interpretation.

- (e) Another is to pre-test personnel on one's lines for ability to observe and conceive differences, similarities and identities.
- (f) The effective way is to get the personnel processed.
- (g) A useful way is to educate people with drills until they can think.
- (h) Another way is to defend one's areas by excluding insofar as possible adjacent areas where crippled think is rampant.
- (i) A harsh way is to plow under zones whose irrationality is destructive (such as psychiatry).

THOUGHT CONFUSIONS

Wherever you have thought confusions (where FACT = OPINION, where Suggestion = Orders, where an observation is taken as a direction, etc, etc, etc) an administrator is at serious risk.

Misunderstoods pile up on these short circuits. Out of misunderstands come hostilities. Out of these come overwork or destruction.

The need for all discipline can be traced back to the inability to think. Even when appearing clever, criminals are idiots; they have not ever thought the thought through.

One can conclude that anyone on management lines, high or low is drastically affected by irrational think.

Individuals to whom differences are identities and identities are differences can muddle up an operation to a point where disaster is inevitable.

These are the Third Dynamic facts with which an organization lives daily.

The fault can be very subtle so as to nearly escape close search or it can be so very broad so that it is obvious and ridiculous. But on all admin lines, the point that fails has not achieved the basic law:

SANITY IS THE ABILITY TO CONCEIVE DIFFERENCES, SIMILARITIES AND IDENTITIES.

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Data Series 2

LOGIC

The subject of logic has been under discussion for at least three thousand years without any clean breakthrough of real use to those who work with data.

LOGIC means the subject of reasoning. Some in ages past have sought to label it a science. But that can be discarded as pretense and pompousness.

If there were such a "science" men would be able to think. And they can't.

The term itself is utterly forbidding. If you were to read a text on logic you would go quite mad trying to figure it out, much less learn how to think.

Yet logic or the ability to reason is vital to an organizer or administrator. If he cannot think clearly he will not be able to reach the conclusions vital to make correct decisions.

Many agencies, governments, societies, groups capitalize upon this lack of logic and have for a very long time. For the bulk of the last 2,000 years the main western educator-the Church-worked on the theory that Man should be kept ignorant. A population that is unable to think or reason can be manipulated easily by falsehoods and wretched causes.

Thus Logic has not been a supported subject, rather the opposite.

Even western schools today seek to convince students they should study geometry as "that is the way they think". And of course it isn't.

The administrator, the manager, the artisan and the clerk each have a considerable use for logic. If they cannot reason they make costly and time consuming errors and can send the entire organization into chaos and oblivion.

Their stuff in trade are data and situations. Unless they can observe and think their way through, they can reach wrong conclusions and take incorrect actions.

Modern man thinks mathematics can serve him for logic and most of his situations go utterly adrift because of this touching and misplaced confidence. The complexity of human problems and the vast number of factors involved make mathematics utterly inadequate.

Computers are at best only servo-mechanisms (crutches) to the mind. Yet the chromium plated civilization today has a childish faith in them. It depends on who asks the questions and who reads the computer's answers whether they are of any use or not. And even then their answers are often madhouse silly.

Computers can't *think* because the rules of live logic aren't fully known to Man and computer builders. One false datum fed into a computer gives one a completely wrong answer.

If people on management and work lines do not know logic the organization can go adrift and require a fabulous amount of genius to hold it together and keep it running.

Whole civilizations vanish because of lack of logic in its rulers, leaders and people.

So this is a very important subject.

UNLOCKING LOGIC

I have found a way now to unlock this subject. This is a breakthrough which is no small win. If by it a formidable and almost impossible subject can be reduced to simplicity then correct answers to situations can be far more frequent and an organization or a civilization far more effective.

The breakthrough is a simple one.

BY ESTABLISHING THE WAYS IN WHICH THINGS BECOME ILLOGICAL ONE CAN THEN ESTABLISH WHAT IS LOGIC.

In other words, if one has a grasp of what makes things illogical or irrational (or crazy, if you please) it is then possible to conceive of what makes things logical.

ILLOGIC

There are 5 primary ways for a relay of information or a situation to become illogical.

1. Omit a fact.
2. Change sequence of events.
3. Drop out Time.
4. Add a falsehood.
5. Alter importance.

These are the basic things which cause one to have an incorrect idea of a situation.

Example: "He went to see a Communist and left at 3:00 AM." The omitted facts are that he went with 30 other people and that it was a party. By omitting the fact one alters the importance. This omission makes it look like "he" is closely connected to Communism! When he isn't.

Example: "The ship left the dock and was loaded." Plainly made crazy by altering sequence of events.

Example: "The whole country is torn by riots" which would discourage visiting it in 1970 if one didn't know the report date of 1919.

Example: "He kept skunks for pets" which as an added falsehood makes a man look odd if not crazy.

Example: "It was an order" when in fact it was only a suggestion, which of course shifts the importance.

There are hundreds of ways these 5 mishandlings of data can then give one a completely false picture.

When basing actions or orders on data which contains one of the above, one then makes a mistake.

REASON DEPENDS ON DATA.

WHEN DATA IS FAULTY (as above) THE ANSWER WILL BE WRONG AND LOOKED UPON AS UNREASONABLE.

There are a vast number of combinations of these 5 data. More than one, (or all 5) may be present in the same report.

Observation and its communication may contain one of these 5.

If so, then any effort to handle the situation will be ineffective in correcting or handling it.

USE

If any body of data is given the above 5 tests, it is often exposed as an invitation to acting illogically.

To achieve a logical answer one must have logical data,

Any body of data which contains one or more of the above faults can lead one into illogical conclusions.

The basis of an unreasonable or unworkable order is a conclusion which is made illogical by possessing one or more of the above faults.

LOGIC

Therefore logic must have several conditions:

1. All relevant facts must be known.
2. Events must be in actual sequence.
3. Time must be properly noted.
4. The data must be factual, which is to say true or valid.
5. Relative importances amongst the data must be recognized by comparing the facts with what one is seeking to accomplish or solve.

NOT KNOW

One can always know something about anything.

It is a wise man who, confronted with conflicting data, realizes that he knows at least one thing-that he doesn't know.

Grasping that he can then take action to find out.

If he evaluates the data he does find out against the five things above, he can clarify the situation. Then he can reach a logical conclusion.

DRILLS

It is necessary to work out your own examples of the 5 violations of logic.

By doing so you will have gained skill in sorting out the data of a situation.

When you can sort out data and become skilled in it, you will become very difficult to fool and you will have taken the first vital step in grasping a correct estimate of any situation.

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Data Series 3

BREAKTHROUGHS

There are two breakthroughs, actually, that have been made here in the age old philosophic subject of logic.

The first is FINDING A DATUM OF COMPARABLE MAGNITUDE TO THE SUBJECT.

A single datum or subject has to have a datum or subject with which to compare it before it can be fully understood.

By studying and isolating the principles that make a situation illogical one can then see what is necessary to be logical. This gives us a subject that could be called "Illogicality Testing" or "Irrationality Location" but which would be better described as DATA ANALYSIS. For it subjects data and therefore SITUATIONS to tests which establish any falsity or truth.

The other breakthrough consists of the discovery that no rules of logic can be valid unless one also includes the *data* being used. The nearest the ancients came to this was testing the premise or basis of an argument.

Trying to study Logic without also having the answers to *Data is* like describing everything about an engine without mentioning what fuel it runs on; or making a sentence like "He argued about" or "She disliked" without completing it.

Logic concerns obtaining answers. And answers depend on *Data*. Unless you can test and establish the truth and value of the data being used, one cannot attain right answers no matter what Aristotle may have said or what IBM may have built.

The road to Logic begins with ways and means of determining the value of the data to be employed in it.

Without that step no one can arrive at Logic.

Two things that are equal to each other and to which a third is equal are all equal to one another. If A equals B and B equals C then C equals A. Great. This is often disputed as a theorem of logic and has been ever since Aristotle said so. There is even a modern cult of Non-Aristotelian Logic.

The facts are that the ancient theorem is totally dependent on the DATA used in it. Only if the DATA is correct does the theorem work.

Lacking emphasis on the *data* being used, this theorem can be proven true or false at will. The philosophers point out the fallacy without ever giving emphasis to data evaluation.

DATA ANALYSIS

Unless you can prove or disprove the data you use in any logic system, the system itself will be faulty.

This is true of the IBM computer. It is true of CIA intelligence conclusions. It is true of Plato, Kant, Hume and your own personal computer as well.

DATA ANALYSIS is necessary to ANY logic system and always will be.

Ships run on oil, electric motors on electricity and logic runs on data.

If the data being stuffed into a computer is incorrect, no matter how well a computer is planned or built or proofed up against faults you can get a Bay of Pigs.

In mathematics no formula will give an answer better than the data being used in it.

VALID ANSWERS MAY ONLY BE ATTAINED IN USING VALID DATA.

Thus, if the subject of Data Analysis is neglected or imperfect or unknown or unsuspected as a step, then wild answers to situations and howling catastrophes can occur.

If Data Analysis becomes itself a codified subject, regardless of what formula is going to be used, then right answers can only then be attained.

THE MIND AS A COMPUTER

The Mind is a remarkable computer.

It is demonstrable that a mind which has the wrong answers removed from it becomes brighter. IQ soars.

Therefore for our purposes we will consider the mind capable of being logical.

As processing improves the mind's ability to reach right answers, then we can assume for our purposes that if a person can straighten out his data he can be logical and will be logical and can attain right answers to situations.

The fallacy of the mind is that it can operate on wrong data.

Thus if we specialize in the subject of DATA ANALYSIS we can assume that a person can attain right answers.

As an administrator (and anyone else) has to reach conclusions in order to act and has to act correctly to ensure his own or his group's continued survival, it is vital that he be able to observe and conclude with minimal error.

Thus we will not be stressing HOW to think but how to analyze that with which one thinks-which is DATA.

This gives us the importance and use of Data Analysis.

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Data Series 4

DATA AND SITUATION ANALYZING

The two general steps one has to take to "find out what is really going on" are:

1. Analyze the data;
2. Using the data thus analyzed, to analyze the Situation.

The way to analyze *data* is to compare it to the 5 Primary Points and see if any of those appear in the data.

The way to analyze the *situation* is to put in its smaller areas each of the data analyzed as above.

Doing this gives you the locations of greatest error or disorganization and also gives you areas of greatest effectiveness.

Example: There is trouble in the Refreshment Unit. There are 3 people in the unit. Doing a data analysis on the whole area gives us a number of out-points. Then we assign these to A, B and C who work in the unit and find B had the most out-points. This indicates that the trouble in the Refreshment Unit is with B. B can be handled in various ways such as his hat, his attendance, etc. Note we analyzed the data of the main area and assigned it to the bits in the area, then we had an Analyzed Situation and we could handle.

Example: We analyze all the data we have about the Bingo Car Plant. We assign the data thus analyzed as out (out-points) to each function of the Bingo Car Plant. We thus pinpoint what function is the worst off. We then handle that function in various ways, principally by organizing it and grooving in its executives and personnel.

There are several variations.

WE OBTAIN AN ANALYSIS OF THE SITUATION BY ANALYZING ALL THE DATA WE HAVE AND ASSIGNING THE OUT-POINT DATA TO THE AREAS OR PARTS. THE AREA HAVING THE MOST OUT-POINTS IS THE TARGET FOR CORRECTION.

In confronting a broad situation to be handled we have of course the problem of finding out what's wrong before we can correct it. This is done by Data Analysis followed by Situation Analysis.

We do this by grading all the data for out-points (5 Primary Illogics). We now have a long list of out-points. This is data analysis.

We sort the out-points we now have into the principal areas of the scene. The majority will appear in *one* area. This is situation analysis.

We now know what area to handle.

Example: 70 data exist on the general scene. We find 21 of these data are irrational (out-points). We slot the 21 out-points into the areas they came from or apply to. 16 came from Area G. We handle area G.

EXPERIENCE

The remarkable part of such an exercise is that the data analysis of the data of a period of 1 day compares to 3 months operating *experience*.

Thus data and situation analysis is an instant result where experience takes a lot of time.

The quality of the data analysis depends on one knowing the ideal organization and purpose on which the activity is based. This means one has to know what its activities are *supposed* to be from a rational or logical viewpoint.

A clock is supposed to keep running and indicate time and be of practical and pleasant design, A clock factory is supposed to make clocks. It is supposed to produce enough clocks cheaply enough that are good enough to be in demand and to sell for enough to keep the place solvent. It consumes raw materials, repairs and replaces its tools and equipment. It hires workmen and executives. It has service firms and distributors. That is the sort of thing one means by *ideal* or theoretical structure of the clock company and its organization.

Those are the *rational* points.

From the body of actual current today data on the clock company one spots the out-points for a DATA ANALYSIS.

One assigns the out-points to the whole as a SITUATION ANALYSIS.

One uses his admin know-how and expertise to repair the most aberrated sub-section.

One gets a functioning clock factory that runs closer to the ideal.

Military, political and PR situations, etc are handled all in the same way.

We call these two actions

DATA ANALYSIS,

SITUATION ANALYSIS.

DEFINITIONS

SITUATION - The broad general scene on which a body of current data exists.

DATA - Facts, graphs, statements, decisions, actions, descriptions which are supposedly true.

OUT-POINT - Any one datum that is offered as true that is in fact found to be illogical when compared to the 5 Primary Points of Illogic.

PLUS-POINT - A datum of truth when found to be true compared to the 5 points.

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Data Series 5

INFORMATION COLLECTION

It is a point of mystery how some obtain their information. One can only guess at how they do it and looking at results wonder if it is actually done at all.

Obtaining information is necessary for any analysis of data.

If one obtains and analyzes *some* information he can get a hint of what information he should obtain in what area. By obtaining *more* data on that area he can have, enough to actively handle.

Thus how one obtains information becomes a very important subject.

Nations have whole mobs of reporters sent out by newspapers, radio, TV and magazines to collect information. Politicians go jaunting around collecting information. Whole spy networks are maintained at huge expense to obtain information.

The Japanese in the first third of the 20th Century had two maxims: "Anyone can spy." "Everyone must spy," The Germans picked this up. They had their whole populations at it. The Russian KGB numbers hundreds of thousands. CIA spends billions. MI-6 - well you get the idea.

It is not amiss however to point out that those 2 nations that devoted the most effort to espionage (Japan and Germany) were BOTH DEFEATED HORRIBLY.

Thus the QUANTITY of data poured in is not any guarantee of understanding.

Newspapers today are usually devoted to propaganda, not news. Politicians are striving to figure out another nation's evil intentions, not to comprehend it.

The basic treatise on data collection and handling used to found the US intelligence data system ("Strategic Intelligence") would make one laugh-or cry.

All these elaborate (and expensive) systems of collecting information are not only useless, they are deluding. They get people in plenty of trouble.

A copy of Time Magazine (US) analyzed for out-points runs so many out-points per page when analyzed that one wonders how any publication so irrational could continue solvent. And what do you know! It is going broke!

Those countries that spend the most on espionage are in the most trouble. They weren't in trouble and then began to spend money. They began to spy and then got into trouble!

News media and Intelligence actions are not themselves bad. But irrational news media and illogical intelligence activity are psychotic.

So information collection can become a vice. It can be overdone.

If one had every org in a network fill out a thousand reports a week he would not obtain much information but he sure would knock them out of comm.

There is a moderate flow of information through any network so long as it is within the capability of the comm lines and the personnel.

Thus we get a rule about collecting data in administrative structures.

NORMAL ADMIN FLOWS CONTAIN ENOUGH DATA TO DO A DATA AND SITUATION ANALYSIS,

And

THE LESS DATA YOU HAVE THE MORE PRECISE YOUR ANALYSIS MUST BE.

And

INDICATORS MUST BE WATCHED FOR IN ORDER TO UNDERTAKE A SITUATION ANALYSIS.

And

A SITUATION ANALYSIS ONLY INDICATES THE AREA THAT HAS TO BE CLOSELY INSPECTED AND HANDLED.

Thus, what is an "Indicator"?

An *indicator* is a visible manifestation which tells one a situation analysis should be done.

An Indicator is the little flag sticking out that shows there is a possible situation underneath that needs attention.

Some Indicators about orgs or its sections would be-dirty or not reporting or going insolvent or complaint letters or any non-optimum datum that departs from the ideal.

This is enough to engage in a data and situation analysis of the scene where the Indicator appeared.

The correct sequence, then, is

1. Have a normal information flow available.
2. Observe.
3. When a bad indicator is seen become very alert.
4. Do a data analysis.
5. Do a situation analysis.
6. Obtain more data by direct inspection of the area indicated by the situation analysis.
7. Handle.

An incorrect sequence, bound to get one in deep trouble is

- A. See an indicator.
- B. ACT to handle.

This even applies to emergencies **IF ONE IS FAST ENOUGH TO DO THE WHOLE CORRECT CYCLE IN A SPLIT SECOND.**

Oddly enough anyone working in a familiar area CAN do it all in a split second.

People that can do it like lightning are known to have "fast reaction time". People who can't do it fast are often injured or dead.

Example of an emergency cycle: Engineer on duty, normal but experienced perception. Is observing his area. Hears a hiss that shouldn't be. Scans the area and sees nothing out of order but a small white cloud. Combines sight and hearing. Moves forward to get a better look. Sees valve has broken. Shuts off steam line.

Example of an incorrect action. Hears hiss. Pours water on the boiler fires.

ADMIN CYCLE

When you slow this down to an Admin Cycle it becomes very easy. It follows the same steps.

It is not so dramatic. It could string out over months unless one realized that the steps 1 to 7 should be taken when the first signs show up. It need not. However it sometimes does.

Sometimes it has to be done over and over, full cycle, to get a full scene purring.

Sometimes the "Handle" requires steps which the area is too broken down to get into effect and so becomes "Handle as possible and remember to do the whole cycle again soon".

Sometimes "Handle" is a program of months or years duration, its only liability is that it will be forgotten or thrown out before done by some "new broom".

DATA COLLECTION

But it all begins with having a normal flow, of information available and OBSERVING. Seeing a bad indicator one becomes alert and fully or quickly finishes off the cycle.

BAD INDICATOR

What is a "bad indicator" really?

It is merely an out-point taken from the 5 primary out-points.

It is not "bad news" or "entheta" or a rumour. The "bad news" could easily be a falsehood and is an out-point because it is false bad news!

"Good" news when it is a falsehood is an out-point!

RELIABLE SOURCE

Intelligence services are always talking "reliable sources". Or about "confirmed observation".

These are not very reliable ways of telling what is true. The master double spy Philby as a head MI-6 adviser was a Russian spy. Yet for 30 years he determined "reliable sources" for the US and England!

If three people tell you the same thing it is not necessarily a fact as they might all

have heard the same lie. Three liars don't make one fact-they make three out-points.

So it would seem to be very difficult to establish facts if leading papers and Intelligence services can't do it!

Yes it is tough to know the truth.

But the moment you begin to work with them, it is rather easy to locate out-points.

You are looking for out-points. When they are analyzed and the situation is analyzed by them you then find yourself looking at the truth if you follow the cycle I to 7.

It's really rather magical.

If you know thoroughly what the 5 primary out-points are they leap into view from any body of data.

Oscar says he leads a happy married life. His wife is usually seen crying. It's an out-point-a falsehood.

The Omaha Office is reported by Los Angeles to be doing great. It fails to report. The LA datum does not include that it is 6 months old. Three out-points, one for time, one for falsehood, one for omitted datum.

Once you are fully familiar with the 5 primary out-points they are very obvious.

"We are having pie for supper" and "We have no flour" at least shows out of sequence!

It is odd but all the "facts" you protest in life and ridicule or growl about are all one or another of the out-points.

When you spot them for what they are then you can actually estimate things. And the plus-points come into view.

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Data Series 6

DATA SYSTEMS

Two bad systems are in current use on data.

The first is "Reliable Source". In this system a report is considered true or factual only if the source is well thought of. This is a sort of authority system. Most professionals working with data collection use this. Who said it? If he is considered reliable or an authority the data is considered true or factual. Sources are graded from A to D. A is highest, D lowest. The frailty of this system is at once apparent. Philby, as a high British intelligence official, was a Russian spy for 30 years. Any data he gave the UK or US was "true" because he was a "reliable source". He had every western agent who was being sent into Communist areas "fingered" and shot. The West became convinced you could not enter or overthrow Communist held areas and stopped trying! Philby was the top authority! He fooled CIA and MI-6 for years!

Psychiatrists are "authorities" on the mind. Yet insanity and criminality soar. They are *the* "reliable sources" on the mind.

Need I say more?

The other system in use is multiple report. If a report is heard from several areas or people it is "true". The Russian KGB has a Department D that forges documents and plants them in several parts of the world. They are then "true".

Propaganda spokesmen located all over the world say the same thing to the press on every major occasion. This becomes "public opinion" in government circles and so is "true" because it is published and comes from so many areas.

Five informants could all have heard the same lie.

Thus we see these two systems of evaluation are both birdbrain.

TWO PROBLEMS

The two problems that Information collection agencies have are:

1. Data Evaluation and
2. How to locate the areas they should closely investigate.

For 1, Data Evaluation, they use primarily Reliable Source and multiple report.

EVERY ITEM RECEIVED THAT IS NOT "RELIABLE" OR "MULTIPLE" IS WASTE-BASKETED.

They throw out all out-points and do not report them!

Their agents are thoroughly trained to do this.

As for 2, Areas to Investigate, they cannot pinpoint where they should investigate or even what to investigate because they do not use their out-points.

Using out-points and Data and Situation Analysis they would know exactly where to look at, at what.

ERRORS

The above data errors are practised by the largest data collection agencies on the planet-the "professionals". These advise their governments! And are the only advisers of their governments. Thus you can see how dangerous they are to their own countries.

Naturally they have agents who have what is called "flair". These despite all systems, apply logic. They are so few that Eisenhower's Intelligence Advisor, General Strong, said in his book that they are too scarce so one is better off with a vast organization.

These agencies are jammed with false reports and false estimations.

An event contemporary with this writing where the US invaded Cambodia shows several data and situation errors. Yet the Viet Cong HQ were using computers. Yet their HQ was wiped out. The US President used CIA data which does not include, by law, data on the US. So the info on which the US President was acting was 50,70 missing! He was only told about the enemy evidently. When he ordered the invasion the US blew up!

A rather big out-point (omitted facts) don't you think?

FAULTS

The reason I am using Intelligence examples is because these are the biggest human data collection "professionals" in the world.

The collection and use of data to estimate situations to guide natural actions and the data collection by a housewife going shopping are based on the same principles.

Mrs. Glutz, told by a "reliable source", Nellie Jones, that things are cheaper at Finkleberries and told by enough TV admen she should buy KLEANO tends to do just that. Yet Blastonsteins is really cheaper and by shaving up laundry soap and boiling it she can have ten dollars worth of KLEANO for about fifty cents.

Errors in natural data collection give us war and high taxes and for Mrs. Glutz gives her a busted budget and stew all week.

So at top and bottom, any operation requires a grasp of data evaluation and situation estimation.

Those who do it will win and those who don't, go up in a cloud of atomic particles or divorce papers!

Logic and illogic are the stuff of survive and succumb.

There are those who wish to survive.

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Data Series 7

FAMILIARITY

If one has no familiarity with how a scene (area) ought to be, one cannot easily spot out-points (illogical data) in it.

This is what also could be called an IDEAL scene or situation. If one doesn't know the *ideal* scene or situation then one is not likely to observe non-ideal points in it.

Let us send a farmer to sea. In a mild blow, with yards and booms creaking and water hitting the hull, he is sure the ship is about to sink. He has no familiarity with how it should sound or look so he misses any real out-points and may consider all plus-points as out-points.

Yet on a calm and pretty day he sees a freighter come within 500 feet of the side and go full astern and thinks everything is great.

An experienced officer may attempt madly to avoid collision and all the farmer would think was that the officer was being impolite! The farmer, lacking any familiarity with the sea and having no *ideal* as to what smooth running would be would rarely see real out-points unless he drowned. Yet an experienced sailor, familiar with the scene in all its changing faces sees an out-point in all small illogicals.

On the other hand, the sailor on the farm would completely miss rust in the wheat and an open gate and see no out-points in a farm that the farmer knew was about to go bust.

The rule is

A PERSON MUST HAVE AN IDEAL SCENE WITH WHICH TO COMPARE THE EXISTING SCENE.

If a staff hasn't got an idea of how a real org should run. then it misses obvious out-points.

One sees examples of this when an experienced org man visiting the org tries to point out to a green staff (which has no ideal or familiarity) what is out. The green staff grudgingly fixes up what he says to do but lets go of it the moment he departs. Lacking familiarity and an ideal of a perfect org, the green staff just doesn't see anything wrong or anything right either!

The consequences of this are themselves illogical. One sees an untrained executive shooting all the producers and letting the bad hats alone. His erroneous ideal would be a quiet org, let us say. So he shoots anyone who is noisy or demanding. He ignores statistics. He ignores the things he should watch merely because he has a faulty ideal and no familiarity of a proper scene.

OBSERVATION ERRORS

When the scene is not familiar one has to look hard to become aware of things. You've noticed tourists doing this. Yet the old resident "sees" far more than they do while walking straight ahead down the road.

It is easy to confuse the novel with the "important fact". "It was a warm day for winter" is a useful fact only when it turns out that actually everything froze up on that day or it indicated some other out-point.

Most errors in observation are made because one has no ideal for the scene or no familiarity with it.

However there are other error sources.

Being reasonable" is the chief offender. People dub-in a missing piece of a sequence, for instance, instead of seeing that it IS missing. A false datum is imagined to exist because a sequence is wrong or has a missing step.

It is horrifying to behold how easily people buy dub-in. This is because an illogical sequence is uncomfortable. To relieve the discomfort they distort their own observation by not-ising the out-point and concluding something else.

I recall once seeing a Tammany Hall group (a New York political bunch whose symbol is a tiger) stop before the tiger's cage in a zoo. The cage was empty and they were much disappointed. I was there and said to them "The tiger is out to lunch." They told those on the outer edge of the group "The tiger is out to lunch." They all cheered up, accepted the empty cage and went very happily on their way. Not one said "Lunch?" Or "Who are you?" Or laughed at the joke. Even though it was sunset! I pitied the government of New York!

ACCURATE OBSERVATION

There are certain conditions necessary for accurate observation.

First is a means of PERCEPTION whether by remote communication by various comm lines or by direct looking, feeling, experiencing.

Second is an IDEAL of how the scene or area should be.

Third is FAMILIARITY with how such scenes are when things are going well or poorly.

Fourth is understanding PLUS-POINTS or rightnesses when present.

Fifth is knowing OUT-POINTS (all 5 types) when they appear.

Sixth is rapid ability to ANALYZE DATA.

Seventh is the ability to ANALYZE the SITUATION.

Eighth is the willingness to INSPECT more closely the area of outness.

Then one has to have the knowledge and imagination necessary to HANDLE.

One could call the above the CYCLE OF OBSERVATION. If one calls HANDLE number 9 it would be the Cycle of Control.

If one is trained to conceive all variations of out-points (illogics) and studies up to conceive an ideal and gains familiarity with the scene or type of area, his ability to observe and handle things would be considered almost supernatural.

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HCO POLICY LETTER OF 19 MAY 1970

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Data Series 8

SANITY

An observer has to be sane to sanely observe.

This has **been so far out in the society that** the word "Sane" itself has come to mean "conservative" or "cautious". Or something you can agree with. The 19th Century psychologist decided he could not define "normal" and there weren't any normal people. The 14th Century psychiatrist is the 20th Century "authority" on sanity. Yet an examination of such shows them to be unable to demonstrate it personally or bring it about, much less define it.

Dictionaries say it is "health, soundness of body or mind; level-headedness, reasonableness".

Yet sanity is vital to accurate observation.

FIXED IDEAS

The "id(2re fixe" is the bug in sanity.

Whenever an observer himself has fixed ideas he tends to look at them not at the information.

Prejudiced people are suffering mainly from an "iddie fixe".

The strange part of it is that the "idee fixe" they think they have isn't the one they do have.

An example of this is the social "scientist" with a favorite theory. I have seen tons of these birds pushing a theory as though it was the last theory in the world and valuable as a ten pound diamond. Such throw away any fact that does not agree with theory. That's how 19th Century psychology went off the rails. All fixed ideas and no facts.

The physical sciences in Hegel's time did the same thing. There was no 8th planet in the solar system, even when found in a telescope, because "seven is a perfect number so there can only be seven planets".

History is full of idiocies-and idiots-with fixed ideas. They cannot observe beyond the idea.

A fixed idea is something accepted without personal inspection or agreement. It is the perfect "authority knows best". It is the "reliable source". A typical one was the Intelligence report accepted by the whole US Navy right up to 7 Dec. 1941, the date of destruction of the US fleet by Jap planes. The pre-Pearl Harbor report, from unimpeachably reliable sources was "the Japanese cannot fly-they have no sense of balance". The report overlooked that the Japs were the world's greatest acrobats! It became a fixed idea that caused the neglect of all other reports.

A fixed idea is uninspected. It blocks the existence of any contrary observation.

Most reactionaries (people resisting all progress or action) are suffering from fixed ideas which they received from "authorities", which no actual experience alters.

That British red-coated infantry never took cover was another one. It took a score or two of wars and fantastic loss of life to finally break it down. If any single fixed idea destroyed the British Empire, this one is a candidate.

NORMAL SCENE

The reason a fixed idea can get so rooted and so overlooked is that it appears normal or reasonable.

And somebody or a lot of somebodies want to believe it.

Thus a fixed idea can become an *ideal*. It is probably a wrong ideal. Incapable Jap pilots would be a wish for a Navy. It would be wonderful! Red-coated infantry were supposed to be brave and unflinching.

In both cases the ideal is irrational.

A rational ideal has this law:

THE PURPOSE OF THE ACTIVITY MUST BE PART OF THE IDEAL ONE HAS FOR THAT ACTIVITY.

A Navy that has an ideal that the enemy can't fly is stupidly avoiding its own purpose which is to fight.

British infantry had the purpose of winning wars, not just looking brave.

Thus one can analyze for a sane ideal by simply asking, "What's the purpose of the activity?" If the ideal is one that forwards the purpose, it will pass for sane.

There are *many* factors which add up to an ideal scene. If the majority of these forward the purpose of the activity, it can be said to be a sane ideal.

If an ideal which does not forward the activity in any way is the ideal being stressed then a fixed idea is present and had better be inspected.

This could be said to be a very harsh utilitarian view of things. But it is not. The artistic plays its role in any ideal. Morale has its part in any ideal.

An ideal studio for an artist could be very beautiful or very ugly so long as it served him to produce his art. If it was very beautiful yet hindered his artistic activities it would be a very crazy ideal scene.

A handsome factory that produced would be a high ideal. But its nearness to raw materials, transport and worker housing are the more important factors in an ideal of a factory. And its location in a country where the government made an atmosphere in which production could occur could be an overriding part of an "ideal scene".

You have to look at what the area is for before you can say whether it is ideal or not.

And if its area is too limited to produce or too expensive for it to be solvent, then it isn't a sane scene.

URGES TO IMPROVE

Sometimes the urge to improve an activity is such that it injures or destroys the activity.

If one is familiar with the type of activity he must also realize that there is a law involved.

THE FACT THAT SOMETHING IS ACTUALLY OPERATING AND SOLVENT CAN OUTWEIGH THE UNTESTED ADVANTAGES OF CHANGING IT.

In other words, an *ideal* scene might be vastly different but the actual scene IS operating.

So the factor of **OBSESSIVE CHANGE** enters. Change can destroy with ferocity.

Whole areas of London, jammed with small but customer filled shops have been swept away to make room for chromium high rent modern stores which stand empty of buyers.

Birmingham, where you could get anything made, had all its tiny craft shops swept away and replaced with high rent huge new buildings all on some progress crazy psychotic break.

Possibly the new stores and the huge new shops fitted somebody's "ideal" but they did not match an actual operating environment.

It is this difference between an ideal scene and a practical scene which brings down many old businesses and civilizations.

Therefore, to have an ideal, familiarity with what works is desirable.

It is quite possible without any familiarity, to imagine a successful ideal. BUT IT MUST NOT HAVE ANY **FIXED IDEAS IN IT.**

It is the fixed idea that knocks a practical operating living environment in the head.

Do-gooders are always at this. They see in a row of old shacks, not economic independence and a lazy life but **P-0-V-E-R-T-Y**. So they get a new housing project built, shoot taxes into the sky, put total control on a lot of people and cave in a society.

The do-gooder is pushing the 19th Century fixed idea of the Comte de Saint Simon-to gear the whole economy down to the poorest man in it. In other words to reward only the downstat. Everyone becomes a slave of course but it sure sounds good.

Newspapermen are probably the world's worst observers. They observe through the fixed ideas of the publisher or the prevailing control group. Their stories are given them before they leave the office. Yet their observations advise the public and the government!

The out-points to be found in any contemporary newspaper brand most stories as false before one proceeds more than a paragraph.

Yet this is what the world public is expected to run on.

Naturally it distorts the scene toward raving insanity. This conflicts with the native logic of people so the public thinks the world a lot madder than it really is.

In two cities all newspapers were suspended from publication for quite a period. In both, crime dropped to zero! And resumed again when newspapers were again published.

The ideal scene of the citizen in his workaday world is vastly different than the scene depicted in a newspaper.

The difference between the two can make one feel quite weird.

Thus there should not be too wide a difference between the ideal and the represented scene. And not too wide a difference between the ideal and the actual scene.

R (reality) consists of the is-ness of things. One can improve up on this is-ness to bring about an ideal and lead the R up to it. This is normal *improvement* and is accepted as sane.

One can also degrade the R by dropping the representation (description) of the scene well below the actual. In the Black Propaganda work traditionally carried on by many governments this latter trick of corrupting the R is the means used to foment internal revolt and war.

Both actions of upgrade and downgrade are out-points when reported as facts. "We made Z 1000 in reserves this week" is as crazily out-point as "the government went broke this week" when either one is not the truth.

When the report says "we should plan a higher income" it is leading to a higher ideal and is not an out-point mainly because it is not representing any fact but a hopeful and ambitious management.

5 POINTS

When none of the out-points are present, yet you do have reports and the scene is functioning and fulfilling its purpose one would have what he could call a sane scene.

If all 5 points were absent yet the scene was not functioning well enough to live it would be such a departure from the ideal that itself would be out-point in that importance was altered. What is out here is the whole situation! The situation analysis would be instantly visible.

But in practice this last happens only in theory, not in practice. A collapsing situation is forecast by out-points in its data.

Organisms and organizations tend to survive.

A decline of survival is attended also by out-points.

SANITY IS SURVIVAL

Anything not only survives better when sane but it is true that the insane doesn't survive.

Thus survival potential can be measured to a considerable degree by the absence of out-points.

This does not mean that sane men can't be shot or sane organizations can't be destroyed. It means only that there is far less chance of them being shot and destroyed.

So long as men and organizations are connected to insane men and organizations, wild things can and do happen unexpectedly.

But usually such things can be predicted by out-points in others.

When sane men and organizations exist in a broad scene that is convulsed with irrationality, it takes very keen observation and a good grip on logic and fast action to stay alive. This is known as "environmental challenge". It can be overdone! Too much challenge can overwhelm.

The difference between such happening to a sane man or organization and to the insane would be that the failure did not itself become a fixed idea.

INSANITY

The 5 primary illogics or out-points as we call them are of course the anatomy of insanity.

In their many variations the insanity of any scene can be sounded and the nucleus of it located,

By locating and then closely inspecting, such a point of insanity can then be handled.

When you know what insanity really is you can then confront it and handle it. One is not driven into a huge generality of "everything is insane".

By detecting and eliminating small insane areas, taking care not to destroy the sane things around it, one can gradually lift any situation up to sanity and survival.

By seeing what is insane in a scene and seeing why it is insane, one has by comparison also found what is sane.

By locating and understanding out-points one finds the plus-points for any given situation.

And that is often quite a relief.

L. RON HUBBARD
Founder

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EXECUTIVE DIRECTIVE FROM L. RON HUBBARD

LRH ED 102 INT

Date 20 May 1970

To: All staff

From: Ron

Subject: **THE IDEAL ORG**

Reference: Current "Data Series" PLs

The ideal org would be an activity where people came to achieve freedom and where they had confidence they would attain it.

It would have enough space in which to train, process and administrate without crowding.

It would be located where the public could identify and find it.

It would be busy looking, with staff in motion not standing about.

It would be clean and attractive enough not to repel its public.

Its files and papers, baskets and lines would be in good order.

The Org Board would be up to date and where the public could see who and what was where and which the staff would use for routing and action.

A heavy outflow of letters and mailings would be pouring out.

Answers would be pouring in.

Auditors would be auditing in Div IV HGC and Qual would be rather empty.

Supervisors would be training students interestedly and 2 way comming all slows.

The HCO Area Sec would have hats for everyone. And checked out on everyone.

There would be a pool of people in training to take over new Admin and Tech posts.

The staff would be well paid because they were productive.

The Public Divisions would be buzzing with effective action and new people and furnishing a torrent of new names to CF.

The pcs would be getting full grades to ability attained for each, not 8 minutes from 0 to IV, but more like 30 processes. And they would be leaving with high praises.

The students would be graduating all on fire to audit.

One could look at this ideal org and know that this was the place a new civilization was being established for this planet.

The thousand or more actions that made it up would dovetail smoothly one with another.

And the PR Area Control would be such that no one would dream of threatening it.

Such an ideal org would be built by taking what one has and step by step building and smoothing, grooving in and handling each of its functions, with each of its divisions doing more and more of its full job better and better.

The business is always there-the skill with which it is handled and the results on pcs and students is the single important line which makes it possible to build the rest.

The ideal org is the image one builds toward. It is the product of the causative actions of many. Anything which is short of an ideal org is an out-point that can be put right. The end product is not just an ideal org but a new civilization already on its way.

L. RON HUBBARD

Founder

LRH:dz.nh.rd

HCO POLICY LETTER OF 23 MAY 1970

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Data Series 9

ERRORS

Many who begin to use "illogics", who have not drilled on them so they can rattle them off, choose errors instead of out-points.

An error may show something else. It is nothing in itself.

An error obscures or alters a datum.

Example: Asking someone to spot the out-points in a Russian passenger vacation cruise liner in a foreign port, the answers were "The hammer and sickle are upside down." "The courtesy flag is not flying right side up." These aren't out-points. The hammer and sickle weren't backwards so *saying* it was an out-point. The actual out-point was *passenger vacation cruise* liner. There is no Russian idle class. It was too big to be giving cruises to winning tractor drivers. Russian and vacation cruise liner just don't go together. Either the reports of Russian refusal to let Russians travel is false or it wasn't a vacation cruise liner but it was. Hence it's an out-point. An omitted datum. Two contrary data means one is false. Investigation disclosed it was Russian all right and a vacation cruise liner all right. BUT IT WAS CHARTERED TO AN ITALIAN COMPANY THAT SOLD CRUISES TO ITALIANS!

But this leads to a new out-point. How come the workers' paradise is building huge ships for capitalist pleasures?

If anyone like a Martian was tracing down what's out on this planet, this one out-point would lead to others.

A situation analysis would indicate an investigation of Russia where out-points abound and the Martian would know a lot of what's wrong on the planet.

In doing so he would find a lot of capitalistic out-points which would lead him to investigate the so-called West and he would have the basic "cold war" of Communism versus Capitalism.

This would lead him into new data the two have in common (economics) and a data analysis of economics would discover the screwiest bunch on the planet, the International banker playing off both sides.

He would have analyzed the planet.

Given that he knew or could translate languages, it might take him a week, starting with a Russian Luxury Cruise Liner, to run down the planetary bad spot.

Now if he *reversed* his investigation and used PLUS-POINTS he would arrive with a situation analysis **of what group would be strong** enough to handle the down spot and by investigation possibly pinpoint what could tip over the bad spot.

If he just used "errors" he would get no place.

The ideal he would have to be working from would be a planet at peace where individuals could go about their affairs and be happy without threats of immediate arrest or destruction. It would be a very simple ideal or it would be based only on how planetary populations and cultures survive and that is already laid down in an earlier rule in this series.

Ask somebody to look at a table used for meals at the end of a meal and indicate any out-points. Usually he'll point out a dirty plate or crumbs or an ashtray not

emptied. They are not out-points. When people finish eating one expects dirty plates, crumbs and full ashtrays. If none of these things were present there might be several out-points to note. The *end* of a meal with table and plates all clean would be a reversed sequence. *That* would be an out-point. Evidentially the *dinner* has been omitted and that would be quite an out-point! Obviously no meal has been served so there's a falsehood. So here are three out-points!

It is best to get what out-points are down pat. One does this first by thinking up examples and then by observing some body of data and then by looking at various scenes.

It will be found that out-points are really few unless the activity is very irrational.

Simple errors on the other hand can be found in legions in any scene.

Child's games often include "What's wrong with this picture?" Usually they are just errors like a road sign upside down. But if you had a *brown* rabbit in *winter* holding down a *man* with its front paws and a caption "Japanese parasols attack" you'd have some real out-points.

A lot of people would try to figure it out and supply *new* out-points (being reasonable). A learned professor could point out the symbolism. Some would laugh it off. Some would be annoyed by it. And the reason anybody would *do* anything about it is that it is sort of painful to confront the irrational so instead of seeing its is-ness of illogics an effort is made to make it logical or to throw it away.

The reason misunderstood words or typographical errors were not regarded as a barrier to study was that people converted them or not-ised them. In actual fact a word one does not understand made a missing datum. Reasonableness or non-confront enter in and one drops the book.

Errors do not count in plus-points either.

That a factory has a few errors is no real indicator. A factory has plus-points to the degree it attains its ideal and fulfills its purpose. That some of its machinery needs repair might not even be an out-point. If the general machinery of the place is good for enough years to easily work off its replacement value there is a plus-point.

People applying fixed or wrong ideals to a scene **are only pointing up errors** in their own ideals not those of the scene!

A reformer who had a strict Dutch mother looks at a primitive Indian settlement and sees children playing in mud and adults going around unclothed. He forces them to live cleanly and cuts off the sun by putting them in clothes-they lose their immunities required to live and die off. He missed the plus-point that these Indians had survived litindreds of years in this area that would kill a white man in a year!

Thus errors are usually a comparison to one's personal ideals. Out-points compare to the ideal for that particular scene.

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HCO POLICY LETTER OF 23 JUNE 1970

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Data Series 10

THE MISSING SCENE

The biggest "omitted data" would be the whole scene.

A person who does not know how the scene should be can thereafter miss most of the out-points in it.

An example is the continual rewrite of the International Code (signaling by flags between ships) by some "Convention" composed of clerks who have never gone to sea. Not knowing the scene, the International Code of Signals now contains "How are your kidneys?" but nothing about lifeboats-

College education became rather discredited in Europe until students were required to work in areas of actual practice **as** part of their studies. Educated far from reality students had "no scene". Thus no data they had was related by them to an actual activity. There was even an era when the "practical man" or "practical engineer" was held in contempt. That was when the present culture started to go down.

On the other hand one of the most long-lived activities around is the wine industry of Portugal. It has almost no theory trained. It is total scene. Every job in it is by apprenticeship for years. It is very constant and very successful.

A good blend would be theory and practical in balance. That gives one data *and* activity. But it could be improved by stressing also the ideal scene.

BODIES OF DATA

Data classifies in similar connections or similar locations.

A body of data is associated by the subject to which it is applicable or by the geographical area to which it belongs.

A body of data can also be grouped as to time, like an historical period.

Illogic occurs when one or more data is misplaced into the wrong body of data for it.

An example would be "Los Angeles smog was growing worse so we fined New York." That is pretty obviously a misplace.

"Cars were no longer in use. Bacterial warfare had taken its toll."

"I am sorry madam but you cannot travel first class on a third class passport."

Humanoid response to such displacements is to be *reasonable*. A new false datum is dreamed up and put into the body of data to explain why that datum is included. (Reasonableness is often inserted as explanation of other out-points also.)

In the smog one, it could be dreamed up that New York's exports or imports were causing LA smog.

In the car one, it could be imagined that bacteriological warfare had wiped out all the people.

In the train one, it could be inserted that in that country, passports were used instead of tickets.

The brain strains to correctly classify data into its own zones and is very rejective or imaginative when it is not.

Intelligence tests accidentally use this one very often.

It remains that an out-point can occur when a datum belonging to one zone of data, location or time, is inserted into another zone where it doesn't.

Algebra is sometimes hard to learn for some because NUMBERS are invaded by LETTERS. $2x = 10$. x is of course 5. But part of a new student's mind says letters are letters and make words.

Primitive rejective responses to foreigners is a mental reaction to a body of people in this case being invaded by a person not of that tribe.

If the scene is wholly unknown, one doesn't know what data belongs to it. Thus a sense of confusion results. Recruits can be sent for ruddy rods for rifles and apprentice painters can be ordered to get cans of sky blue lamp black.

A sense of humour is in part an ability to spot out-points that should be rejected from a body of data. In fact a sense of humour is based on both rejection and absurd out-points of all types.

Reasonable people accept displacements with an amazing tranquility by imagining connecting links or assuming they do not know the ideal scene. A reasonable person would accept a pig in a parlour by imagining that there was a good reason for it. And leave the pig in the parlour and revise their *own* ideal scene!

Yet pigs belong to a body of data including barns, pens, farms, animals. And parlours belong to a body of data including tea cups, knick knacks, conversation and humans.

Possibly Professor Wundt who "discovered" in 1879 that humans were animals had seen too many pigs in parlours! And based the whole of "psychology" on a confusion of bodies of data!

Murder in a hospital, as done by psychiatry, would be a confusion of bodies of *actions*. Actions belong to their own bodies of data.

One *drives* a car, *rides* a horse. One doesn't ride a car but one can drive a horse. But the *action*, the motions involved with, driving a horse are very different than those used in driving a car. This is a language breakdown called a "homonym". One word means two different things. Japanese is an easy language except for its use of the same word for several different things. Two Japanese talking commonly have to draw Chinese Characters (Japanese is written with Chinese Characters) to each other to unravel what they mean. They are in a perpetual struggle to pry apart bodies of data.

"1234 Red 789 P 987 Green 432 Apple" as a statement would probably tie up CIA Code breakers for weeks as they would *know* it was a code. The same statement would tie up a football coach as he would *know* it was a team play. A mathematician would *know* it fitted into some other activity than his. Hardly anyone would classify it as a totally meaningless series of symbols.

So there is a reverse compulsion-to try to fit any datum found into *some* body of data.

The mind operates toward logic, particularly in classes of things.

The sensible handling of data of course includes spotting a datum, terminal, item, action grouped in with a body of data wrong for it. And in spotting that a datum does not have to belong anywhere at all.

Included in mental abilities is putting similar data into one type of action, items, or data. Car parts, traffic rules, communications are each a *body* of data in which one can fit similar data,

When a person has some idea of the scene involved, he should be able to separate the data in it into similar groups.

An org board is an example of this. Sections are broad classes of action or items into which one can fit the related data. Departments are a broader body of related data, actions, items. Divisions are even broader but still cover related classes of data. The whole org is a very broad class of data, determined in part by the type of product being made.

If a person has trouble relating data to its proper body of data (if he were unaware or "reasonable") he would have an awful lot of trouble finding his way around an org or routing despatches or getting things or wearing his own hat.

Orders are a broad class of data. Orders from proper sources is a narrower body of data. If a person cannot tell the difference he will follow anyone's orders. And that will snarl him up most thoroughly.

I once knew a carpenter so obliging and so unable to classify orders that he built knick knacks, cabinets, shelves for any staff member who asked and wasted all the time and materials and orders from his boss that were to have built a house! The house materials and money and the carpenter's time and pay were all expended without anything of value to show for it! Not only was he unable to relate orders to their own classes but also couldn't relate materials and plans to a house!

In most miscarriages of projects it will be found that someone on the line cannot relate data or actions to their own classes. Along with this goes other illogics.

So the ability to spot illogics in a known scene can directly relate to efficiency and even to success and survival.

A switch intended for a house put into an airplane electrical system cuts out at **30,000 feet due** to the wrong metal to withstand cold and there goes the airplane. A part from one class of parts is included wrongly in another class of parts.

So there is an **INCORRECTLY INCLUDED DATUM** which is a companion to the **OMITTED DATUM** as an out-point.

This most commonly occurs when, in the mind, the scene itself is missing and the first thing needed to classify data (scene) is not there.

An example is camera storage by someone who has no idea of types of cameras. Instead of classifying all the needful bits of a certain view camera in one box, one inevitably gets the lens hoods of all cameras jumbled into one box marked "Lens Hoods". To assemble or use the view camera one spends hours trying to find its parts in boxes neatly labeled "camera backs" "lenses" "tripods" etc.

Here, when the scene of what a set up view camera looks like and operates like, is missing, one gets a closer identification of data than exists. Lens hoods are lens hoods. Tripods are tripods. Thus a wrong system of classification occurs out of scene ignorance.

A traveler unable to distinguish one uniform from another "solves" it by

classifying all uniforms as "porters". Hands his bag to an arrogant Police Captain and that's how he spent his vacation, in gaol.

Lack of the scene brings about too tight an identification of one thing with another. This can also exclude a vital bit making a disassociation.

A newly called up Army lieutenant passes right on by an enemy spy dressed as one of his own soldiers. An experienced Sergeant right behind him claps the spy in gaol accurately because "he wasn't wearing 'is 'at the way we do in the Fusileers!"

Times change data classification. In 1920 anyone with a camera near a seaport was a spy. In 1960 anyone not carrying a camera couldn't be a tourist so was watched!

So the scene for one cultural period is not the scene for another.

Thus a class of data for a given time belongs broadly or narrowly to itself. Including a datum in it or from another time or excluding a datum from it, or forcing a datum to have a class can in any combination produce an illogical situation.

Some knowledge of the scene itself is vital to an accurate and logical assembly or review of data.

The scene therefore, knowledge of, is the basic "omitted data".

The remedy of course is to get more data on what the scene itself really should consist of. When the *scene is* missing one has to study what the *scene is* supposed to consist of, just not more random data about it.

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HCO POLICY LETTER OF 30 JUNE 1970

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Data Series 11

THE SITUATION

Probably the hardest meaning to get across is the definition of "SITUATION".

One can say variously "Isolate the actual situation" or "Work out what the situation is" and get the most remarkable results.

To some, a despatch is a situation. A small error to others is a situation.

Yet if one wishes to know and use data and logic one must know exactly what is meant *in this* logic series by SITUATION.

English has several meanings for the one word. In the Dictionary it's a "place", a "state or condition of affairs", "a momentous combination of circumstances", "a clash of passions or personalities", or "a job". One gets the feeling that people are fumbling around for a meaning they know must be there.

For our purposes we had better give an *exact* definition of what is meant by SITUATION. If we are going to do a Situation Analysis by doing an analysis of data, then WHAT is a *situation*?

We can therefore specifically define for our purposes in logic the word SITUATION.

A SITUATION IS A MAJOR DEPARTURE FROM THE IDEAL SCENE.

This means a wide and significant or dangerous or potentially damaging CIRCUMSTANCE or **STATE OF AFFAIRS** **which** means that the IDEAL SCENE has been departed from and doesn't fully exist in that area.

THE IDEAL SCENE

One has to work out or know what the Ideal Scene would be for an organization or department or social strata or an activity to know that a wide big flaw existed in it.

To be somewhat overly illustrative about it, let us take a town that has no one living in it.

One would have to figure out what was the Ideal Scene of a town. Any town. It would be a place where people lived, worked, ate, slept, survived. It could be pretty or historical or well designed or quaint. Each of these would possibly add purpose or color to the town.

BUT this town in question has NO people living in it.

That is a departure from the Ideal Scene of towns.

Therefore THE SITUATION would be NO PEOPLE LIVE IN THIS "TOWN".

Data analysis would lead us to this by noting out-points.

6 PM - No smoke from house chimneys. (omitted item)

9 PM - No lights. (omitted item)

Dawn - No dogs. (omitted terminals)

19 10 Election poster. (wrong time)

That would be enough. We would then realize that a SITUATION existed because Data Analysis is also done against the Ideal Scene.

We would know enough about it to look more closely.

No people! That's *the* SITUATION.

HANDLING

Thus if one were responsible for the area one would now know what to handle.

How he handled it depends upon (a) the need, (b) *availability of resources* and (c) *capability*.

Obviously if it's supposed to have people in it and if one needs a town there one would have to get a bright idea or a dozen and eventually get people to live there. How fast it could be done depends on the availability of resources-those there or what one has (even as little resource as a voice, paper, pen, comm lines).

One's own capability to get ideas or work or the capabilities of people are a major factor in *handling*.

But so far as *the* SITUATION is concerned, it exists whether it is handled or not.

HOW TO FIND A SITUATION

When you are called upon to find out if there IS a situation (as an inspector or official or soldier or cat or king, whatever) you can follow these steps and arrive with what the situation is every time.

1. Observe.
2. Notice an oddity of any kind or none.
3. Establish what the Ideal Scene would be for what is observed.
4. Count the out-points now visible.
5. Following up the out-points observe more closely.
6. Establish even more simply what the Ideal Scene would be.
7. *The situation will* be THE MOST MAJOR DEPARTURE FROM THE IDEAL SCENE.

HANDLING

Just as you proceed to the MOST MAJOR SITUATION-go big, when it comes to *handling* it usually occurs that reverse is true-go small!

It is seldom you can handle it all at one bang. (Of course that happens too.)

But just because the SITUATION is big is no real reason the solution must be.

Solutions work on gradient scales. Little by more by more.

When you really see a SITUATION it is often so big and so appalling one can feel incapable.

The *need* to handle comes first.

The resources available come next.

The capability comes third.

Estimate these and by getting a very bright workable (often very simple) idea. one can make a start.

An activity can get so wide of the Ideal Scene the people in it are just in a confusion. They do all sorts of odd irrelevant things, often hurt the activity further.

Follow the steps given 1-7 above and you will have grasped the SITUATION. You will then be able to do (a) (b) (c).

That begins to make things come right.

In that way most situations can be both defined and handled.

INTERFERENCE

Lots of people often with lots of authority, get mired into situations. They do not know they are in anything that could be defined, isolated or stated. They bat madly at unimportant dust motes or each other and just mire in more deeply.

Whole civilizations uniformly go the route just that way.

So do orgs, important activities and individuals.

One can handle exactly as above, if one practices up so he can really do the drill on life.

The only danger is that the situation can be so far from any ideal that others with fixed ideas and madness can defy the most accurate and sensible solutions.

But that's part of the situation, isn't it?

Data Analysis is done to make a more direct observation of exactly the right area possible. One can then establish the exact SITUATION.

It's a piece of freedom to be able to do this.

L. RON HUBBARD
Founder

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Data Series 12

HOW TO FIND AND ESTABLISH AN IDEAL SCENE

In order to detect, handle or remedy situations one has to be able to understand and work out several things.

These are defining the Ideal Scene itself, detect without error or guess any departure on it, find out WHY a departure occurred and work out a means of reverting back to the Ideal Scene.

In order to resolve a situation fully one has to get the real reason WHY a departure from the Ideal Scene occurred.

"What was changed?" or "What changed?" is the same question.

That "Change" is the root of departures comes from a series of plant experiments I conducted. (The type of experimentation was undertaken to study cellular life behaviour and reaction to see if it was a different type of life-it isn't. The experiments themselves were later repeated in various universities and were the subject of much press for them over the world.)

In setting up conditions of growth I observed that plants on various occasions greatly declined suddenly. In each case I was able to trace the last major CHANGE that had occurred and correct it. Changes made in temperature, water volume, humidity, ventilation greatly affected the plants in terms of wilt, decreased growth rate, increase in parasites, etc.

When THE change was isolated and the condition reverted to that occurring during the previous healthy period, a recovery would occur.

At first glance this may seem obvious. Yet in actual practice it was not easy to do.

Gardeners' records would omit vital data or alter importance or drop out time, etc. A gardener might seek to cover up for himself or a fellow worker. He tended to make himself right and would enter falsehoods or reassurance that was a falsehood into the analysis.

A new gardener would seem to affect the plants greatly and one could build a personality influence theory on this-until one found that, being untrained in the procedure used, he would enter even more out-points than usual.

At such ajuncture one would of course train the gardener. BUT that didn't locate WHAT had been changed. And one had to locate that to get the plants to recover. The conditions in use were extreme forcing conditions anyway and lapse of duty was very apparent. 16 foot hot house American corn from seeds usually furnishing 5 foot stocks, 43 tomatoes to the truss where 5 is more usual were the demands being met. So any change showed up at once.

The fact of Change itself was a vital point as well. One discovery was that life does best in a near optimum constancy -meaning that Change just as Change is usually harmful to plant life.

The fact of isolating Change in the environment as the sole harmful cause was one discovery.

That one had to isolate THE change in order to obtain full recovery was another discovery.

Change itself was not bad but in this experimental series conditions were set as optimum and the beneficial changes had already been made with remarkable results. Thus one was observing Change from the optimum.

This would be the same thing as "departures from the ideal scene".

The action was always

1. Observe the decline.
2. Locate the exact change which had been made.
3. Revert THE change.
4. A return to the near ideal scene would occur if one were maintaining the ideal scene meanwhile.

THE IDEAL SCENE

There are two scenes:

- A. The Ideal Scene.
- B. The Existing Scene.

These of course can be wide apart.

How does one know the Ideal Scene?

At first thought it would be very difficult for a person not an expert to know the ideal scene.

For years certain "authoritarian" people in the field of mental healing fought with lies and great guile to obscure the fact that the ideal scene in mental healing can be known to anyone. Such imprisoned and tortured and murdered human beings with the excuse that they themselves were the only experts. "It takes 12 years to make a psychiatrist." "Expert skill is required to kill a patient."

The existing scene these "experts" made was a slaughterhouse for asylums and the insanity and crime statistics soaring.

They fought like maniacs to obscure the ideal scene and hired and coerced an army of agents, "reporters", "officials" and such to smash anyone who sought to present the ideal scene or ways to attain it. Indeed it was a world gone mad with ever) the police and governments hoodwinked by these "experts".

Yet any citizen knew the ideal scene had he not been so propaganda frightened by the existing scene.

By constantly pounding in the "naturalness" of an existing scene consisting of madness, crime, torture, seizure and murder, these mad "experts" PUT THE IDEAL SCENE SO FAR FROM REACH THAT IT APPEARED INCREDIBLE. It was so bad a situation that anyone proposing the ideal scene was actively resisted!

Yet the ideal scene is so easy to state that any citizen could have stated it at any time. And often believed it was occurring!

The ideal scene of an asylum would be people recovering in a calm atmosphere, restored to any previous ability, emerging competent and confident.

The ideal scene in the society would be, probably, a safe environment wherein one could happily make his way through life.

Of course, the technology of the mind was the missing data. But the experts in charge of that sector of life paid out hard cash to hoods to prevent any such technology developing-a matter fully documented.

The gap between the Ideal Scene and the Existing Scene can be very wide and in any endeavour elements exist that tend to prevent a total closer between the two.

However, approached on a gradient with skill and determination it can be done.

DEPARTURE

The mental awareness that something is wrong with a scene is the point at which one can begin reverting to the Ideal Scene.

Without this awareness on the part of a GROUP then an individual can be much impeded in handling a situation.

The mental processes of the person seeking to improve things toward an Ideal Scene or change them back to an ideal scene must include those who are also **parts** of the scene.

Seeing something wrong without seeking to correct it degenerates into mere fault finding and natter. This is about as far as many people go. That something, real or imagined, is wrong with the scene is a not uncommon state of mind. Not knowing what's intended or being done, or the limitations of resource or the magnitude and complexity of opposition, the arm chair critic can be dreadfully unreal. He therefore tends to be suppressed, particularly by reactionaries (who try to keep it all as it is regardless).

Unfortunately, the continual battle of life then is between the critic and the reactionary. As this often blows up in pointless destruction, it can be seen there could be something wrong with both of them.

Particularly the inactive carping critic is at fault on three counts.

- A. He isn't doing anything about it.
- B. He is not conceiving or broadcasting a real Ideal Scene.
- C. He is not providing any gradient approach to actually attain an Ideal Scene.

The reactionary of course simply resists any change regardless of who is suffering providing the reactionary can retain what position and possession he may have.

A revolutionary of course usually

1. Is doing something about it even if violent.
2. Is conceiving and broadcasting his version of the Ideal Scene. And
3. Is planning and acting upon some means of bringing about his own IdealScene.

History and "progress" seem to be the revolutionary making his version of progress over the dead bodies of reactionaries.

And although it may be history and "progress" the cycle is usually intensely destructive and ends up without attaining an ideal scene and also destroying any scene existing.

The ancient world is filled with ruins over which one can wander in contemplative and philosophic reverie. These attempts to make and maintain an Ideal Scene certainly left enough bruised masonry around.

So it is really not enough to natter and it's rather too much to thrust violent change down on the heads of one and all including the objectors.

Violent revolution comes about when the actual Ideal Scene has not been properly stated and when it excludes significant parts of the group.

It's no good having a revolution if the end product will be a FURTHER departure from the Ideal Scene.

The pastoral nonsense of Jean Jacques Rousseau was about as wide from an ideal scene as you could get, and it and other efforts, also wide, brought on the French Revolution.

The Russian 1917 revolution had already been preceded by the democratic

Kerensky revolt. But it failed because Russia being Russia was about a century and a half late.

Also the French Revolution was late.

And in both cases those who should have led didn't. Lesser ranks overthrew command.

These and countless other human upheavals mark the fluttering pages of history and history will be written in similar vein again and again to eternity unless some sense and logic gets into the scene.

Revolt is only an expression of too long unmended departures from the ideal scene of society.

Usually the stitches taken to mend the growing social order are too weak and too hastily improvised to prevent the cultural fabric from being torn to rags.

Street battles and angry infantry are the direct opposite of the Ideal political Scene.

What was needed in such a case was an awareness of departure from the Ideal Scene, the discovery of WHY a departure occurred and a gradient, real and determined program to return the scene closer to the Ideal.

The elements of improved mechanical arts and progress in the humanities may be utilized to effect the recovery. In any event (which is missed by the reactionary and his "good old days") cultures do change and those changes are a part of any new Ideal Scene. So one does not achieve a reversion to the Ideal by turning back the clock. One must be bright enough to include improvements in a *new* Ideal Scene.

IDEAL SCENE AND PURPOSE

Let us look this over, this concept of the Ideal Scene and see that it is not a very complex thing.

One doesn't have to be much of an expert to see what an Ideal Scene would be.

The complex parts of the whole may not make up the whole, but they are not really vital to conceiving an Ideal Scene for any activity, as small as a family or as big as a planet.

The entire concept of an Ideal Scene for any activity is really a clean statement of its PURPOSE.

All one has to ask is "What's the purpose of this?" and one will be able to work out what the Ideal Scene of "this" is.

To give a pedestrian example let us take a shoe shop. Its purpose is obviously to sell or provide people with shoes. The Ideal Scene is almost as simple as "This activity sells or provides people with shoes".

Now no matter how complex may be the business or economics of shoe sales, the fact remains that that is almost the Ideal Scene.

Only one factor is now missing: TIME.

The complete Ideal Scene of the shoe shop is then "This activity is intended to provide people with shoes for (time)". It can be always or for its owner's lifetime or for the duration of the owner's stay in the town or the duration of the State Fair.

Now we can see departures from the ideal scene of this shoe store.

One has to work out fairly correctly what the purpose of an activity is and how long it is to endure before one can make a statement of the Ideal Scene.

From this one can work out the complexities which compose the activity in order

to establish it in the first place including the speed of the gradient (how much shoe store how fast) and also how to spot *the fact* of departure from the Ideal Scene.

This process would also work on any portion of the shoe store if the main ideal is not also violated. The Children's Department, the cashier, the stock clerk also have their sub Ideal Scenes. And departures from *their* Ideal Scenes can be noted.

It doesn't matter what the activity is, large or small, romantic or hum-drum, its Ideal Scene and its sub Ideal Scenes are arrived at in the same way.

METHODS OF AWARENESS

Statistics are the only sound measure of any production or any job or any activity.

The moment that one goes into any dependence on opinion he goes into quicksand and will *see too late*, the fatal flaw in restoring anything.

If the fact that anything can be given *production* statistics seems too far out, it is visible that even a guard, who would at first glance seem to be producing nothing but giving only security, is actually producing minutes, hours, weeks, years of continued production TIME.

Probably the most thoughtful exercise is not conceiving the ideal scene but working out what the production statistic of it is. For here, the activity or sub-activity must be very correctly staticized to exactly measure the Ideal Scene of any activity or the statistic will itself bring about a departure!

Just as the purpose from which the Ideal Scene is taken must be correct, so must the statistic be all the more thoughtfully correct.

As an example, if the Ideal Scene of the shoe store is given the total statistic of its income then three things can happen:

1. It may cease to provide people with shoes that persuade them to come back for more.
2. It may sell shoes without enough profit to cover overhead and cease to exist.
3. It may conduct itself with more interest in the cashier than the customer and lose its trade.

Probably its statistic is "Percentage of citizens in the area profitably shod by this store".

Working out how long it takes to wear out an average pair of shoes, any ex-customer would be retired from the percentage after that time span had elapsed from buying his last pair.

Given a fairly accurate and realistically updated census figure, that statistic would probably tell the tale of the Ideal Scene, which has its element of continuance.

The sole fixation on making money can depart from the scene. Abandonment of making any money would certainly cause a departure of the shoe store.

A Commando Battalion would have just as serious an examination for its Ideal Scene and statistic as a shoe store! And it would give a very very effective activity if fully worked out. You'd really have to work out, probably better than the generals who think they have, the real purpose of a Commando Battalion (which is probably "To disperse enemy preparations by unexpected actions and over-involve enemy manpower in expensive guarding"). The statistic could be something like "Our individual soldiers freed from opponents" and/or "Casualties not occurring by reason of interrupted enemy preparations".

In effect the Commando Battalion would be "producing". The results would be an effective increase in men under arms for their own side.

WHY

Knowing, then, the Ideal Scene and its statistic one, by keeping the statistic, can notice without "reasonableness" or somebody's report or some fifth column propaganda, an immediate departure from the Ideal Scene.

Remember, violent change only becomes seemingly vital when the departure from the Ideal Scene is noticed too late.

Opinion, reports, subject to out-points as they almost always are, seldom tell one more than somebody else's prejudices or his efforts to cover or failures to observe.

Now that a departure is seen (because the statistic drops) one can quickly go about noticing when and so get at WHY.

When he has the WHY of the departure he can proceed to handle it.

The statistic, guarded against false reports, and verified, is a clean statement not as subject to out-points as other types of statements.

Whole activities have been smashed by not having a statistic of success but taking an opinion of trouble and reversely, by having a statistic indicating disaster but a broadcast opinion of "great success". Probably the latter is the more frequent.

It is not possible to locate WHY the departure soon enough to remedy unless one takes the most reliable datum available-which is the datum most easily kept clean of out-points-which is a statistic.

You don't really even know there is a why unless there has been a departure. And the departure may be very hard to spot without a statistic.

I have seen a group producing like mad, doing totally great, but which had no statistic, become the subject of wild out-points and even contempt within itself.

If an activity lacks an Ideal Scene and a correct statistic for it, it has no stable datum with which to rebuff opinion and out-points. To that extent the group goes a bit mad.

Group sanity depends, then, upon an Ideal Scene, correct sub Ideal Scenes and statistics to match.

One of the calmest safest groups around had a bad reputation with fellow groups because it did not have or make known its Ideal Scene and did not have or release its statistics.

And it had a hard time of it for quite a while, meantime working exhaustedly but dedicatedly.

Planet, nation, social groups, businesses, all their parts and the individual have their Ideal Scene and their statistic, their departures and successes and failures. And none fall outside these data.

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Data Series 13

IRRATIONALITY

Any and all irrationality is connected to departures from an Ideal Scene.

Therefore out-points indicate departures.

It must follow then that Rationality is connected to an Ideal Scene.

These three assumptions should be studied, observed and fully grasped.

They are very adventurous assumptions at first glance for if they are true then one has not only the definition of sanity in an organization or individual but also of neurosis and psychosis. One also sees that organizations or social groups or companies or any Third Dynamic (the urge to survival as a group) activity can be neurotic or psychotic.

It therefore would follow that the technology of the Ideal Scene, Existing Scene, departures, out-points and statistics would contain or indicate the means of establishing sane groups or individuals or measuring their relative sanity or re-establishing relative sanity in them.

THE PLAGUE OF MAN

Man has been harassed by irrationality in individual and group conduct since there has been Man.

The existing scene of Man's activities is so immersed in departures and out-points that at first survey there would seem to be no possible handling of the situation.

Most people have accepted the existing conditions as "inevitable" and toss them off with a "that's life".

This is of course an overwhelmed attitude.

And it is true that the departure from any ideal is so distant as to obscure any feeling of reality about possibly achieving an Ideal Scene even in a limited area.

Philosophies exist to "prove" that chaos is needful to furnish challenge. That is like saying "Be glad you're crazy" (as 19th Century psychologists *did* say). Or "suffering refines one" as the playwrights of the early 20th Century so fondly used in their plots.

One whole religious order preached the necessity to accept Man as he is.

Thus Man is plagued with defeatism, has lacked technology and civilization after civilization has succumbed, either in a flash of flame and war or in the slow erosion of grinding distress.

Most men, it has been said, live lives of quiet desperation.

One doesn't have to live through several wars to learn that Man and his leaders are something less than sane.

Every sword waving conqueror has exploited Man's seeming inability to avoid brotherly slaughter and no conqueror or army seems to have noticed that wars only rarely shift boundaries no matter how many are killed. Europe for centuries has excelled in the development of marble orchards and failed remarkably to establish any lasting political scene at all.

In other lands government leaders, who should have at least a partial duty of preserving their citizenry have sat raptly listening to the advice of madmen for some centuries now. US leaders lately have taken to acting on the mental health guidance of many civilian committees, each one of which contains at least one member of an organization directly connected to Russia! The country most interested in fomenting US civil commotion! A former head of CIA once cracked for a joke, "What if there were a Russian KGB agent inside CIAT' The shudder of horror that went through US politicians was interesting to see. Yet every new employee of CIA was "vetted" before employment by members of two organizations connected to Russia! The "American" Psychological Association and the "American" Psychiatric Association are directed by the World Federation of Mental Health founded by Brock Chisholm, the companion of Alger Hiss and Whittaker Chambers, the famous US Communist traitors. And the US government pays the WFMH to hold congresses which are attended by Russian KGB delegates. And all intelligence given the President on Vietnam, where the US was "fighting Communism" was passed through the hands of a man whose parents are both Russian born Communists. And the US Defense Department Intelligence on the same war was led and "coordinated" by another Communist connected employee.

With that many out-points showing up in their social welfare and Intelligence scene, the US government seems something less than bright in wondering "What riots?" "Why drugs?" "Why defeats?"

The statistics of the US welfare and social scene under the domination of the World Federation of Mental Health are soaring insanity, crime and riot graphs. It is so bad that Russia will never have to fight an atomic war. The US economic, political and social scene will deteriorate and is deteriorating so rapidly that the US will have lost any will to fight or any economic or social power to resist Russia.

(In case you wonder as to the factualness of data given above, it is all documented.)

I have given this existing scene so that you can see the out-points. The deteriorated state of public safety in the US is well known. The fantastic sums it spends are well known.

I have given visible out-points.

One glance at psychiatric and psychological statistics (which are all negative) would tell any sane person that they must be doing something else as they were given all the money, political power and authority ever needed to handle the scene. But it got worse! So, checking the scene for out-points one finds them directly connected to the No. 1 US enemy. Their data is marvellous for out-points. Paid to serve the US, their literature discusses mainly abolishing boundaries and the Constitution.

The US official, so drowned in the chatter and confusion of double-talk and false intelligence and situation reports apparently cannot see any solution. And heaps money on his traitors and finances their avid destruction of the country.

Yet, out-points are so many and so visible that even the citizen sees them while the official remains apparently numb and inactive.

Very well, Man can and does get drowned in his own irrationality. And his civilizations rise and fall.

Man's primary plague is irrationality. He is not in the grip of a "death wish", nor is he having a love affair with destruction. He has just lacked any road out or the technology to put him on it.

RESOLVING THE SCENE

All the US would have to do is count up the out-points, look at the statistics, drop their passionate affair with Russian psychiatry, conceive an ideal scene of a productive America, re-channel welfare monies into decent public works to give people jobs and improve productivity per capita, knock off foreign funds and wars, give the money to increasing the value of American resources and even now the US would become all right. National production would catch up with destructive inflation, money would return to value and an ideal national scene would be approached. Even

the military-industrial clique would be happy making bulldozers instead of tanks and youth would have a future in sight instead of a foreign-made grave. The odd part of it is, even the Senate and House would vote for such a program as their own statistic today is how much Federal money can they bring home to their own states.

The only ones that would resist are the people who are the ones causing the above out-points and who knowingly or unknowingly serve other masters than the US. And that's a simple security problem after all.

I have put the example on a large canvas just to show that the steps of handling departures are the same for all situations large or great.

When done this way, by the steps mentioned in the Data Series, big situations can be analyzed as well as little ones.

Available resources and all that play a part in getting the solution into effect. But the cost in time and action of the original effort to introduce the cycle of reversion to an Ideal Scene is not anywhere near as costly as *letting the departure continue*.

The EASIER thing to do in all cases is to work out the Ideal Scene, survey the existing scene for out-points, work out statistics that *should* exist, find out WHY the departure, program a gradient solution back to the ideal, settle the practical aspects of it and go about it.

LOSING ONE'S WAY

One's direction is lost to the degree one fails to work out the Ideal Scene.

It is so easy to toss off an "ideal scene" that is not *the* Ideal Scene that one can begin with a false premise.

As he tries to work with an incorrect "ideal scene" for an activity he may fail and grow discouraged without recognizing that he is already working with an omitted datum-the *real* Ideal Scene for that activity.

This is a major reason one can lose one's way in handling a situation.

Also in trying to find a WHY of departure one may refuse to admit that something he himself did was the reason for the departure-or why the Ideal Scene never took place. It requires quite a bit of character to recognize one's own errors, it is much easier to find them in a neighbour. Thus one may choose the wrong WHY, for this and other reasons.

Failures to examine the scene, reasonableness which causes blindness to the obvious, errors of penetration and defensive reasons not to admit it all impede a proper analysis.

The existing scene may be missing in one's view because one doesn't really look at it or because one has no correct ideal scene for it.

Many would rather blame or justify than be honest. **Others would rather criticize** than work.

But this all adds up to out-points in the examination itself.'

If one keeps at it one will however arrive at the right answers with regard to any scene.

BUILDING THE IDEAL SCENE

To suppose one can instantly hit upon an Ideal Scene for any activity without further test is to be very fond of one's own prejudices.

There is however a test of whether you have the Ideal Scene or not.

Can you staticize it?

Strangely, but inevitably since we live in the physical universe where there is both time and association of beings with beings and the physical universe and the physical

universe with itself there is a production-consumption factor in all living.

There seems to be a ratio between producing and consuming and establishing it would probably resolve that strange subject, economics, as well as social welfare and other things.

It seems to be fatal to consume without producing. Many social observations teach us this.

Evidently one cannot, at the physical universe level, produce without consuming. And it seems that it is destructive to produce only and consume too little. One can produce far more than one consumes, apparently, but cannot consume far more than one produces.

This seems to be true of groups.

Some dreamers puffing on a hash pipe of unreality believe one can really be happy producing nothing and consuming everything. The idyllic ideal of a paradise where no one produces has been tried.

In interviewing secretaries in New York I found the larger percentage had the personal Ideal Scene of "marrying a millionaire". Aside from there not being that many millionaires, the dream of idle luxury forever was so far from any possible Ideal Scene that it was busy ruining their lives and giving their current male escorts a life of critical hell. One, having married a boy who was fast on the road to becoming a millionaire, was so dissatisfied with him not being one right now that she ruined his life and hers.

In short, it sounds nice, but having met a few who *did* marry millionaires, I can attest that they were either not producing and failing as beings or were working themselves half to death.

These no-production dreams, like the harp in heaven, lead at best to suicidal boredom. Yet Madison Avenue's ads would have one believe that one and all should own all manner of cloth, wood and metal just to be alive.

A whole civilization can break down, flop, on propaganda of no-production, total consumption. The sweat that flies off a "workers' paradise" would rival the Mississippi!

There is some sort of balanced ratio and it favors apparently, for pride and life and happiness, higher production of *something* than consumption. When it gets too unbalanced in *values*, something seems to happen.

The unhappiness and tumult in current society is oddly current with the Keynesian economic theory of creating want. It's a silly theory and has lately become to be abandoned. But it was in vogue forty years or more, as I recall. It produced the "welfare era" of the psychiatrist and the total slavery of the tax payer!

So, whatever the economics of it, an Ideal Scene apparently has to have a statistic or the whole thing caves in, either from lack of continuity in time, from disinterest, or from plain lack of supply.

Death is possibly, could be in part, a cessation of interested production.

Hard pressed, a living being dreams of some free time. Give him too much and he begins to crave action and will go into production and if blocked from doing so will tend to cave in. Loss of a job depresses people way out of proportion and subsequent declines often trace back to it.

Destructive activities carry their own self death. The state of veterans after wars is not always traced to wounds or privation. Destructive acts put a brand on a man.

Some of this is answered by the absence of production.

IDEAL SCENE AND STAT

Whatever the facts and economic rules may be about production and the Ideal Scene, it would seem to be the case, sufficient at least for our purposes, that this rule holds good:

THE CORRECTLY STATED IDEAL SCENE WILL HAVE A PRODUCTION STATISTIC.

The way one defines "production" in this is not necessarily so many things made on an assembly line. That's an easy one.

It isn't just pairs of shoes. Production can be defined as the regulation or safeguarding of it, the planning or the designing of it, a lot, lot, lot of things.

A stat is a positive numerical thing that can be accurately counted and graphed on a two dimensional thing.

To test the correctness of an Ideal Scene, one should be able to assign it a correct statistic.

If one can't figure out a statistic for it, then it probably is an incorrectly stated Ideal Scene and will suffer from departures.

Wrong stats assigned the Ideal Scene will wreck it. A wrongly conceived Ideal Scene will derail the activity quickly.

To understand something it is necessary to have a datum of comparable magnitude. To understand logic one needs to be able to establish what is Illogic. One then has two things for comparison.

The Ideal Scene can be compared to an Existing Scene. This is one way to establish the Ideal Scene. But both need a factor to keep them in reality.

To test the Ideal Scene for correctness one needs to be able to formulate its statistic.

The exercise of testing the statement of the Ideal Scene, to keep it real and not airy-fairy and unattainable, is to work out a realistic stat for it.

One can go back and forth between the statistic and the stated Ideal Scene, adjusting one, then the other until one gets an attainable statistic that really does measure the validity of the stated Ideal Scene.

A statistic is a tight reality, a stable point, which is to measure any departure from the Ideal Scene.

In setting a statistic one has to outguess all efforts to falsify it (predict possible out-points in collecting it) and has to see if following the statistic would mislead anyone from the Ideal Scene.

So let's walk back to the shoe store.

Test statement of Ideal Scene: To make money.

Test statistic: Pairs of shoes sold.

Now if you tried to marry up those two you'd get a prompt catastrophe. The potential departure would be immediate.

We sell shoes at no profit to raise the stat, we make no money. We try only to make money, we sell cheap shoes at high cost and our customers don't come back and we don't make money.

So those two are both no good.

Departure would occur, indeed it already exists right in the badly worked out Ideal Scene and the stat.

Test Ideal Scene: Cobblers are entitled to the shoes they make.

Test statistic: How many shoes cobbler makes.

So that's loopy!

Test Ideal Scene: All citizens furnished with shoes.

Test statistic: Number of shoes given away.

Well, that's bonkers for ' a shoe *store* in any economic set-up. The citizens for sure would have no shoes once the shoe store was empty, for if everything is *given* away, who'd raise cows for hides or drive nails in soles unless he had a gun held on him so what workers' paradise is this? Slave state for sure. So that's no Ideal Scene for a shoe store no matter how "ideal" it looks to a do-gooder. Too airy-fairy. Since no shoes would exist to be given away.

Test Ideal Scene: Shoes for any worker who has coupons.

Test statistic: Number of coupons collected.

Well, maybe. In some society. But can the shoe store get shoes for the coupons? Maybe if there's enough economic police.

But then this would have to be a monopoly shoe store and the quality would not be a factor.

So this must be an Army Quartermaster Depot or a State Monopoly. If no incentive were needed it would work. Sure would be hard on the corns but it would barely work. Rather insecure though.

But this is a shoe *store* where people buy.

Test Ideal Scene: To provide workers with good shoes that can be replaced from suppliers.

Test statistic: ??? Number of shoes from suppliers given to workers
Happy workers??? Amount of control that can be exerted on suppliers
..... Ah. Number of shoes supplied well shod workers.

Okay, that's a QM depot. Now what's a shoe *store*?

And we probably get what was given in an earlier example:

Ideal Scene: To provide people with shoes and continue in business for owner's lifetime.

Statistic: Percentage of citizens in area profitably shod by this store.

But even this would need to be played back and forth. And if this shoe store was in a Socialist country both might require amendment. And if it was in a beach resort thronged with tourists who were also mostly foreigners the Ideal Scene and Statistic would suffer an immediate departure and the store would fail, crash if the Ideal Scene were not correctly stated and the statistic real. The class of tourist would have a bearing on it.

Maybe the state has currency control demands on shop keepers and requires them to get in foreign currency or no new stock!

Thus you could get:

Ideal Scene: Engendering acquisitiveness for novelty footwear made in this country.

Statistic: Pairs of gift shoes bought by foreigners.

That sure would shift the whole atmosphere of the store!

Thus one plays the Ideal Scene against the statistic.

Maybe one can't find *any* Ideal Scene for the activity and no statistic of any significance to anyone. Could be that the activity is totally worthless even to oneself as a hobby. Although this opens the door to cynicism or a

lazy way of not doing anything about anything, it just could be. Even a "reporter" who writes nothing could have an

Ideal Scene and statistic. But it would have to be really real even then. Like

Ideal Scene: Unsuspected as a spy while accepted as a "reporter",

Statistic: Cash collected for reports undetectedly delivered to my government.

If that seems unreal as a scene the staff of TIME magazine recently held a mass meeting protesting the use of TIME credentials for government spying. "Nobody will talk to us anymore" the staff of that dying WFMH mouthpiece wept.

So anything could have an Ideal Scene, even a police state.

Idealism has nothing to do with it.

VIABLE

The word "viable" means capable of living, able to live in a particular climate or atmosphere.

Life over a period of time requires VIABILITY, or the ability to survive.

Any organism or any group or any part of a group must have a potential of survival. It must be viable -life-able.

This is true of any Ideal Scene. The Statistic measures directly the relative survival potential of the organism or its part.

This tells you the plain fact that life contains the essential purpose of living, no matter how many misguided philosophers or generals may decree otherwise.

The planetary population is now not fully viable since weapons exist capable of making it a billiard ball at the whim of some madman.

The potential survival of the whole is of course an influence and limitation on its parts.

Men who live "only for self" don't live.

An organism or group can live a dangerous life in that it risks its survival. But is more of a threat than its enemies if it does not know or adjust its Ideal Scene.

A military company, told on posters the Ideal Scene is all **brag in the bar with** girls on each arm, who find in fact that their actual scene is military police outside every bar with clubs and a real short life under the orders of **sadistically disinterested** and inept government, is presented with an instantly visible departure.

The government believed such posters were needful to get recruits and did not realize that a truthfully stated scene and an effort to promote survival to commanders would also have recruited and conscription needn't be resorted to as the end product of lies.

Men will become part of the most onerous and dangerous groups imaginable providing the purpose is there and stated and they have a chance of survival.

The Ideal Scene of a nation worshipping death is that of a nation that will not survive anyway. At least not as that nation.

A group or an organism must be viable. The state is relative to the time the group needs to live to accomplish its purpose.

Each part of a group, in any Ideal Scene, should contribute viability to the whole group.

Production of something is mandatory on any part of a group if the group is to be fully viable.

Painting, writing, music, all have positive roles in a society. So productivity, as is viability, can be seen as a very broad inclusive term.

The sub purposes of any group make up the Sub Ideal Scene of its various parts.

In other words each part of a broad group has its own Ideal Scene and its own statistic.

These combined bring about the broad group's Ideal Scene.

The statistics each lead to viability of the part and then the whole group.

In reverse, with so many parts of a planet desirous of extinguishing so many other parts, the viability of the planet becomes questionable.

In an organization each part has its own Ideal Scene and its own statistic on up to the main Ideal Scene and the main statistic.

In practice one works back from the Ideal Scene of the group into its smallest part, so that all lesser Ideal Scenes and lesser statistics mount up to and bring about the main Ideal Scene and statistic.

Examining the lesser Ideal Scenes and statistics, one can find out-points first in how the whole thing is organized and then the main Ideal Scene and the statistics and how the lesser ones bring it about.

Dominant is the viability of the whole. Where any part does not support total viability it is an out-point. Contributive is the viability of each part and cohesive is the scheme in which the lesser Ideal Scenes and the lesser statistics bring about the BIG Ideal Scene and the BIG Statistic. If this does not occur the non-supportive lesser Ideal Scene or statistic is an out-point.

Groups that falter have to have all this restudied. As departures *did* occur, the organization itself, as part of any action, must be reexamined against experience and new greater and lesser Ideal Scenes and statistics must be worked out for it and put into use.

Agreement of the group is a necessary ingredient as many reformers have learned, often too late and as many groups have seen, also generally too late.

The trick is to **correct the Ideal Scene and Statistic and all lesser** ones of the group while it is still alive.

After that one can have better dependence upon them and keep the statistics up and the purpose going forward.

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HCO POLICY LETTER OF 7 JULY 1970

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Data Series 14

WORKING AND MANAGING

By actual experience in working and managing in many activities I can state flatly that the most dangerous worker-manager thing to do is to work or manage from something else than statistics.

Interpersonal relations with many strata of many societies in many lands with many activities demonstrates plainly that Man's largest and most unjust fault consists wholly of acting on opinion.

Opinions can be as varied as the weather in Washington, all on the same subject. When one says "opinion" one is dealing with that morass of false reports and prejudices which make up the chaos of current social orders.

Some seek an answer in Status. "If one has STATUS one is safe" is about as frail as a house of cards. Ask some recently deposed dictator or yesterday's idol what his status was worth. Yet many work exclusively for status. In Spain it is enough to have an executive *degree*. One doesn't have to do any executiving. Work at it? Caramba no!

In capitalisms it is enough to be an heir and in Communisms it is only necessary to be the son of a Commissar. Work? Nyet.

Revolts are protests against idle status. Where are the Kings of yesteryear?

Riding along on the last generation's statistics is as fatal as a diet of thin air.

Undeserved status is a false statistic. Nothing is more bitterly resented, unless it is a statistic earned without status by those who live by status alone!

William Stieber, the most skilled Intelligence Chief of the 19th Century, who won the Franco-Prussian war for Bismarck, was hated by German officers because he was not a proper officer but a civilian!

When German Officers took over German Intelligence they lost two wars in a row and the caste is very unlamentedly dead.

So long as "character" can be reviled, so long as "opinion" is used, so long as governments run on rumours and false reports, the social scene will continue to be a mess.

You will not believe it but governments think newspaper stories are "public opinion". One US President was astounded to be given a wildly enthusiastic public reception at an airport. The press had been hammering him for a year and the poor fellow thought it was "public opinion". Texts on Public Relations remark this strange governmental fixation on believing the press.

That means all a nation's enemies have to do is bribe or hire some underpaid reporters or semi-bankrupt publishers, and voilli! it can steer the government any way it wishes!

Do a survey on any personality or subject and the conflicts in opinion are revealed as fantastic.

Seven witnesses to one street accident will even give seven conflicting accounts.

Thus this whole field of "opinion" and "reports" is a quicksand endangering both personal repute and management skill.

It is so bad that wars and revolutions stem directly from the use of opinion and the neglect of statistics.

In a chaos it is necessary to set up one point or terminal which is stable before one can really decide anything much less get anything done.

A statistic is such a stable point. One can proceed from it and use it to the degree that it is a correct statistic.

One can detect then, when things start to go wrong well before they crash.

Using opinion or random rumours or reports one can go very wrong indeed. In fact, using these without knowing the statistics one can smash a life or crash a group.

The US Navy operates on the social attainments and civilized behaviour of their people.
A naval officer is promoted on the basis of his amiability and the social skill of his wife!

A clerk is promoted because he marries the boss's daughter.

A governor is elected because he could play a guitar!

This is a whirlwind of chaos because of the falseness of the statistics used.

So the stat used is itself an out-point in each case.

PREDICTION

Out-points are more than useful in prediction.

The whole reason one does a Data Analysis and a Situation Analysis is to predict.

The biggest out-point would be a missing Ideal Scene, the next biggest would be a correct statistic for it.

If these are missing then prediction can become a matter of telling fortunes with bamboo sticks.

One predicts in order to continue the viability of an organism, an individual, a group, an organization, a state or nation or planet, or to estimate the future of anything.

The more out-points the less future.

A disaster could be said to be a totality of out-points in final and sudden culmination.

This gives one a return to chaos.

The closer one approaches a disaster the more out-points will turn up. Thus the more out-points that turn up the closer one is approaching a disaster.

When the out-points are overwhelming a condition of death is approached.

By being able to predict, the organism or individual or group can correct the out-points before disaster occurs.

Each sphere of activity has its own prediction.

A group of different activities with a common goal can be predicted by the out-points turning up in parts of the general activity.

In theory if all parts of a main group or organization had an Ideal Scene for each, a statistic and an intense interest in maintaining the Ideal Scene and Statistic of each part, the survival would be infinite.

Any group or organism or individual is somewhat interdependent upon its neighbors, on other groups and individuals. It cannot however put them right unless it itself has reached some acceptable level of approach to its Ideal Scenes.

The conflict amongst organisms, individuals and groups does not necessarily add up to "the survival of the fittest", whatever that meant. It does however mean that in such conflict the best chance of survival goes to the individual, organism or group that best approaches and maintains its Ideal Scene, lesser Ideal Scenes, Statistic and lesser statistics.

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HCO POLICY LETTER OF 8 AUGUST 1970

Remimeo

Data Series 15

WRONG TARGET

There is an additional specific out-point.

it is WRONG TARGET.

This means in effect AN INCORRECT SELECTION OF AN OBJECTIVE TO ATTEMPT OR ATTACK.

Example: Josie Ann has been sitting in the house reading. Her brother Oscar has been playing ball in the yard. A window breaks. Josie Ann's mother rushes into the room, sees Josie Ann and the ball on the floor, spans Josie Ann,

This out-point contains the element, amongst other things of injustice.

There is another version of this:

Example: A firm has its premises flooded. The manager promptly insists on buying fire insurance.

Example: The people of Yangville are starving due to food scarcity in the land. The premier borrows 65 million pounds to build a new capital and palace.

Example: The government is under attack and riot and civil disorder spreads. The government officials campaign to put down all "rightests" for trying to establish law and order.

Example: A man is beaten and robbed on the main street of a town. The police demand to know why he was there and put him in jail for a long period of investigation.

Example: The Multi-billion dollar drug cartels push out 65 tons of habit forming hard drugs. A government campaigns against cigarettes.

Example: A boy wants to be an accountant. His family forces him to join the army as a career.

It is noted that the very insane often attack anyone who seeks to help them.

This out-point is very fundamental as an illogic and is very useful.

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Issue I

Remimeo Executive Hats Ethics Hats

Data Series 16

INVESTIGATORY PROCEDURE

Correction of things which are not wrong and neglecting things which are not right puts the tombstone on any org or civilization.

In auditing when one Reviews or "corrects" a case that is running well, one has trouble. It is *made* trouble.

Similarly on the third dynamic, correcting situations which do not exist and neglecting situations which *do* exist can destroy a group.

All this boils down to CORRECT INVESTIGATION. It is not a slight skill. It is THE basic skill behind any intelligent action.

SUPPRESSIVE JUSTICE

When justice goes astray (as it usually does) the things that have occurred are

1. Use of justice for some other purpose than public safety (such as maintaining a privileged group or indulging a fixed idea) or
2. Investigatory Procedure.

All suppressive use of the forces of justice can be traced back to one or the other of these.

Aberrations and hate very often find outlet by calling them "justice" or "law and order". This is why it can be said that man cannot be trusted with justice.

This or just plain stupidity brings about a neglect of intelligent investigatory procedures. Yet all third dynamic sanity depends upon correct and unaberrated investigatory procedures. Only in that way can one establish causes of things. And only by establishing causes can one cease to be the effect of unwanted situations.

It is one thing to be able to observe. It is quite another to utilize observations so that one can get to the basis of things.

SEQUENCES

Investigations become necessary in the face of out-points or plus-points.

Investigations can occur out of idle curiosity or particular interest. They can also occur to locate the cause of plus-points.

Whatever the motive for investigation the action itself is conducted by sequences.

If one is incapable mentally of tracing a series of events or actions, one cannot investigate.

Altered sequence is a primary block to investigation.

At first glance, omitted data would seem to be the block. On the contrary, it is the end product of an investigation and is what pulls an investigation along—one is looking for omitted data.

An altered sequence of actions defeats any investigation. Examples: We will hang him and then conduct a trial. We will assume who did it and then find evidence to prove it. A crime should be provoked to find who commits them.

Any time an investigation gets back to front, it will not succeed.

Thus if an investigator himself has any trouble with seeing or visualizing sequences of actions he will inevitably come up with the wrong answer.

Reversely, when one sees that someone has come up with a wrong or incomplete answer one can assume that the investigator has trouble with sequences of events or, of course, did not really investigate.

One can't really credit that Sherlock Holmes would say "I have here the fingerprint of Mr. Murgatroyd on the murder weapon. Have the police arrest him. Now, Watson, hand me a magnifying glass and ask Sgt. Doherty to let us look over his fingerprint files."

If one cannot visualize a series of actions, like a ball bouncing down a flight of stairs or if one cannot relate in proper order several different actions with one object into a proper sequence, he will not be able to investigate.

If one can, that's fine.

But any drilling with attention shifting drills will improve one's ability to visualize sequences. Why? Stuck attention or attention that cannot confront alike will have trouble in visualizing sequences.

INVESTIGATIONS

In HCO Policy Letter I I May 1965 Ethics Officer Hat, HCO Policy Letter I Sept 1965-Issue VII, HCO Policy Letter I Feb 1966 Issue 11 and pages 3, 4, 5 and 6 of the Manual of Justice, the subject of investigation as applied to Justice is given.

It will be noted that these are *sequences* of actions.

Neglect of these items or a failure to know and follow them led here and there to suppressive uses of justice or to permitting orgs to be suppressed by special interest groups in the society.

Indeed, had these been in and followed we would have had a great deal less trouble than we did.

But Investigation is not monopolized by law and order.

All betterment of life depends on finding out plus-points and why and reenforcing them, locating out-points, and why and eradicating them.

This is the successful survival pattern of living. A primitive who is going to survive does just that and a scientist who is worth anything does just that.

The fisherman sees seagulls clustering over a point on the sea. That's the beginning of a short sequence, point No. 1. He predicts a school of fish, point No. 2. He sails over as sequence, point No. 3. He looks down as sequence, point No. 4. He sees fish as point No. 5. He gets out a net as point No. 6. He circles the school with the net, No. 7. He draws in the net, No. 8. He brings the fish on board, No. 9. He goes to port, No. 10. He

sells the fish, No. 11. That's following a plus-point- cluster of seagulls.

A sequence from an out-point might be: Housewife serves dinner. Nobody eats the cake, No. 1, she tastes it, No. 2, she recognizes soap in it, No. 3. She goes to kitchen, No. 4. She looks into cupboard, No. 5. She finds the soap box upset, No. 6. She sees the flour below it, No. 7. She sees cookie jar empty, No. 8. She grabs young son, No. 9. She shows him the set-up, No. 10. She gets a confession, No. 11. And No. 12 is too painful to describe.

Unsuccessful investigators think good fish catches are sent by God and that when cake tastes like soap it is fate. They live in unsuccessful worlds of deep mystery.

They also hang the wrong people.

DISCOVERY

All discoveries are the end product of a sequence of investigatory actions that begin with either a plus-point or an out-point.

Thus all knowledge proceeds from plus-points or out-points observed.

And all knowledge depends on an ability to investigate.

And all investigation is done in correct sequence.

And all successes depend upon the ability to do these things.

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Data Series 17

NARROWING THE TARGET

When you look at a broad field or area it is quite overwhelming to have to find a small sector that might be out.

The lazy and popular way is to generalize "They're all confused." "The organization is rickety." "They're doing great."

That's all very well but it doesn't get you much of anywhere.

The way to observe so as to find out what to observe is by discarding areas.

This in fact was the system I used to make the discoveries which became Dianetics and Scientology.

It was obvious to me that it would take a few million years to examine all of life to find out what made it what it was.

The first step was the tough one. I looked for a common denominator that was true for all life forms. I found they were attempting to survive.

With this datum I outlined all areas of wisdom or knowledge and discarded those which had not much assisted Man to survive.

This threw away all but scientific methodology, so I used that for investigatory procedure.

Then, working with that found mental image pictures. And working with them found the human spirit as different from them.

By following up the workable one arrived at the processing actions which, if applied, work, resulting in the increase of ability and freedom.

By following up the causes of destruction one arrived at the points which had to be eradicated.

This is of course short-handing the whole cycle enormously. But that is the general outline.

Survival has been isolated as a common denominator to successful actions and succumb has been found as the common denominator of unsuccessful actions. So one does not have to reestablish these.

From there, to discover anything bad or good, all one has to do is discard sterile areas to get a target necessary for investigation.

One looks broadly at the whole scene. Then discards sections of it that would seem unrewarding. He will then find himself left with the area that contains the key to it.

This is almost easier done than described.

Example: One has the statistics of a nine division org. Eight are normal. One isn't. So he investigates the area of that one. In investigating the one he discards all normal bits. He is left with the abnormal one that is the key.

This is true of something bad or something good.

A wise boy who wanted to get on in life would discard all the men who weren't getting on and study the one who was. He would come up with something he could use as a key.

A farmer who wanted to handle a crop menace would disregard all the plants

doing all right and study the one that wasn't. Then, looking carefully he would disregard all the should be's in that plant and wind up with the shouldn't be. He'd have the key.

Sometimes in the final look one finds the key not right there but way over somewhere else.

The boy, studying the successful man, finds he owed his success to having worked in a certain bank seven states away from there.

The farmer may well find his hired man let the pigs out into the crop.

But both got the reason why by the same process of discarding wider zones.

Plus-points or out-points alike take one along a sequence of discoveries.

Once in a purple moon they mix or cross.

Example: Gross income is up. One discards all normal stats. Aside from gross income being up only one other stat is down-new names. Investigation shows that the public executives were off post all week on a tour and that was what raked in the money. Conclusion-send out tours as well as man the public divisions.

Example: Upset is coming from the camp kitchen. Obvious out-points. Investigation discloses a 15 year old cook holding the job solo for 39 field hands! Boy is he plus-point. Get him some help!

DRAWN ATTENTION

Having attention dragged into an area is about the way most people "investigate". This Puts them at effect throughout.

When a man is not predicting he is often subjected to out-points that leap up at him. Conversely when out-points leap up at one unexpectedly he knows he better do more than gape at them. He is already behindhand in investigating. Other signs earlier existed which were disregarded.

ERRORS

The usual error in viewing situations is not to view them widely enough to begin with.

One gets a despatch which says Central Files don't exist.

By now keeping one's attention narrowly on that one can miss the whole scene.

To just order Central Files put back in may fail miserably. One has been given a single observation. It is merely an out-point: Central Files Omitted.

There is no WHY.

You follow up "no CF" and you may find the Registrar is in the Public Division and letter registrars never go near a file and the category of everyone in C17 is just "Been Tested". You really investigate and you find there's no HCO Exec Sec or Dissem Sec and there hasn't been one for a year.

The cycle of "Out-point, Correct, Out-point, Correct, Out-point, Correct" will drown one rapidly and improve nothing! But it sure makes a lot of useless work and worry.

WISDOM

Wisdom is not a fixed idea.

It is knowing how to use your wits.

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Issue III

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Data Series 18

SUMMARY OF OUT-POINTS

OMITTED DATA

An omitted anything is an out-point.

This can be an omitted person, terminal, object, energy, space, time, form, sequence, or even an omitted scene. Anything that can be omitted that *should* be there is an out-point.

This is easily the most overlooked out-point as it isn't there to directly attract attention.

On several occasions I have found situation analyses done which arrived at no WHY that would have made handling possible but which gave a false why that would have upset things if used. In each case the out-point that held the real clue was this one of an omitted something. In a dozen cases it was omitted personnel each time. One area to which orders were being issued had no one in it at all. Others were undermanned, meaning people were missing. In yet another case there were no study materials at all. In two other cases the whole of a subject was missing in the area. Yet no one in any of these cases had spotted the fact that it was an omitted something that had caused a whole activity to decay. People were working frantically to remedy the general situation. None of them noticed the omissions that were the true cause of the decay.

In crime it is as bad to omit as it is to commit. Yet no one seems to notice the omissions as actual crimes.

Man, trained up in the last century to be a stimulus-response animal responds to the therenesses and doesn't respond as uniformly to not-therenesses.

This opens the door to a habit of deletion or shortening which can become quite compulsive.

In any analysis which fails to discover a WHY one can safely conclude the why is an omission and look for things that *should* be there and aren't.

ALTERED SEQUENCE

Any things, events, object, sizes, in a wrong sequence is an out-point.

The number series 3, 7, 1, 2, 4, 6, 5 is an altered sequence, or an incorrect sequence.

Doing step two of a sequence of actions before doing step one can be counted on to tangle any sequence of actions.

The basic outness is no sequence at all. This leads into FIXED IDEAS. It also shows up in what is called disassociation, an insanity. Things connected to or similar to each other are not seen as consecutive. Such people also jump about subjectwise without relation to an obvious sequence. Disassociation is the extreme case where things that are related are not seen to be and things that have no relation are conceived to have.

Sequence means linear (in a line) travel either through space or time or both.

A sequence that should be one and isn't is an out-point.

A "sequence" that isn't but is thought to be one is an out-point.

A cart-before-the-horse out of sequence is an out-point.

One's hardest task sometimes is indicating an inevitable sequence into the future that is invisible to another. This is a consequence. "If you saw off the limb you are sitting on you will of course fall." Police try to bring this home often to people who have no concept of sequence; so the threat of punishment works well on well behaved citizens and not at all on criminals since they often are criminals because they can't think in sequence-they are simply fixated. "If you kill a man you will be hanged", is an indicated sequence. A murderer fixated on revenge cannot think in sequence. One has to think in sequences to have correct sequences.

Therefore it is far more common than one would at first imagine to see altered sequences since persons who do not think in sequence do not see altered sequences in their own actions or areas.

Visualizing sequences and drills in shifting attention can clean this up and restore it as a faculty.

Motion pictures and TV were spotted by a recent writer as fixating attention and not permitting it to travel. Where one had TV raised children, it would follow, one possibly would have people with a tendency to altered sequences or no sequences at all.

DROPPED TIME

Time that should be noted and isn't would be an out-point of "dropped time".

It is a special case of an omitted datum.

Dropped time has a peculiarly ferocious effect that adds up to utter lunacy.

A news bulletin from 1814 and one from 1922 read consecutively without time assigned produces otherwise undetectable madness.

A summary report of a situation containing events strung over half a year without saying so can provoke a reaction not in keeping with the current scene.

In madmen the present is the dropped time, leaving them in the haunted past. Just telling a group of madmen to "come up to present time" will produce a few miraculous "cures". And getting the date of an ache or pain will often cause it to vanish.

Time aberrations are so strong that dropped time well qualifies as an out-point.

FALSEHOOD

When you hear two facts that are contrary, one is a falsehood or both are.

Propaganda and other activities specialize in falsehoods and provoke great disturbance.

Willful or unintentional a falsehood is an out-point. It may be a mistake or a calculated or defensive falsehood and it is still an out-point.

A false anything qualifies for this out-point. A false being, terminal, act, intention, anything that seeks to be what it isn't is a falsehood and an out-point.

Fiction that does not pretend to be anything else is of course not a falsehood.

So the falsehood means "other than it appears" or "other than represented".

One does not have to concern oneself to define philosophic truth or reality to see that something stated or modeled to be one thing is in actual fact something else and therefore an out-point.

ALTERED IMPORTANCE

An importance shifted from its actual relative importance, up or down, is an out-point.

Something can be assigned an importance greater than it has,

Something can be assigned an importance less than it has.

A number of things of different importances can be assigned a monotone of importance.

These are all out-points, three versions of the same thing.

All importances are relative to their actuality.

WRONG TARGET

Mistaken objective wherein one believes he is or should be reaching toward A and finds he is or should be reaching toward B is an out-point.

This is commonly mistaken identity. It is also mistaken purposes or goals.

If we tear down X we will be okay often results in disclosure that it should have been Y.

"Removing the slums" to make way for modern shops kills the tourist industry. Killing the king to be free from taxation leaves the tax collector alive for the next regime.

Injustice is usually a wrong target out-point.

Arrest the drug consumer, award the drug company would be an example,

Military tactics and strategy are almost always an effort to coax the selection of a wrong target by the enemy.

And most dislikes and spontaneous hates in human relations are based on mistaken associations of Bill for Pete.

A large sum of aberration is based on wrong targets, wrong sources, wrong causes.

Incorrectly tell a patient he has ulcers when he hasn't and he's hung with an out-point which impedes recovery.

The industry spent on wrong objectives would light the world for a millennium.

SUMMARY

These are the fundamental out-points required in Data Analysis and Situation Analysis.

They have one infinity of variation. They should be very well known to anyone seeking third dynamic sanity.

They are the basic illogics.

And while there may be others, these will serve.

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Remimeo

Data Series 19

THE REAL WHY

"WHY" as used in Logic is subject to non-comprehension.

WHY = that basic outness found which will lead to a recovery of stats.

WRONG WHY = the incorrectly identified outness which when applied does not lead to recovery.

A MERE EXPLANATION = a "Why" given as THE why that does not open the door to any recovery.

Example: A mere explanation "The stats went down because of rainy weather that week." So? So do we now turn off rain? Another mere explanation "The staff became overwhelmed that week." An order saying "Don't Overwhelm Staff" would be the possible "solution" of some manager. BUT THE STATS WOULDN'T RECOVER.

The *real* WHY when found and corrected leads straight back to improved stats.

A wrong why, corrected, will further depress stats.

A mere explanation does nothing at all and decay continues.

Here is a situation as it is followed up:

The stats of an area were down. Investigation disclosed there had been sickness 2 weeks before. The report came in "The stats were down because people were sick." This was a mere explanation. Very reasonable. But it solved nothing. What do we do now? Maybe we accept this as the correct why. And give an order "All people in the area must get a medical exam and unhealthy workers will not be accepted and unhealthy ones will be fired." As it's a correction to a wrong why, the stats *really* crash. So that's not it. Looking further we find the real WHY. In the area there is no trained in org bd and a boss there gives orders to the wrong people which, when executed, then hurt their individual stats. We org board the place and groove in the boss and we get a stat recovery and even an improvement.

The correct WHY led to a stat recovery.

Here is another one. Stats are down in a school. An investigation comes up with a mere explanation: "The students were all busy with sports." So management says "No sports!" Stats go down again. A new investigation comes up with a wrong why: "The students are being taught wrongly." Management sacks the dean. Stats really crash now. A- further more competent investigation occurs. It turns out that there were 140 students and only the dean and one instructor! And the dean had other duties! We put the dean back on post and hire two more instructors making three. Stats soar. Because we got the right why.

Management and organizational catastrophes and successes are ALL explained by these three types of why. An arbitrary is probably just a wrong why held in by law. And if so held in, it will crash the place.

One really has to understand logic to get to the correct WHY and must really be on his toes not to use and correct a wrong WHY.

In world banking, where inflation occurs, finance regulations or laws are probably just one long parade of wrong whys. The value of the money and its usefulness to the citizen deteriorate to such an extent that a whole ideology can be built up (as in Sparta by Lycurgus who invented iron money nobody could lift in order to rid Sparta of money evils) that knocks money out entirely and puts nothing but nonsense in its place.

Organizational troubles are greatly worsened by using mere explanations (which lead to no remedies) or wrong whys (which further depress stats). Organizational recoveries come from finding the real WHY and correcting it.

The test of the real WHY is "when it is corrected, do stats recover?" If they do that was it. And any other remedial order given but based on a wrong why would have to be cancelled quickly.

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Data Series 20

MORE OUTPOINTS

While there could be many many oddities classifiable as outpoints, those selected and named as such are major in importance whereas others are minor.

WRONG SOURCE

"Wrong Source" is the other side of the coin of wrong target.

Information taken from wrong source, orders taken from the wrong source, gifts or materiel taken from wrong source all add up to eventual confusion and possible trouble.

Unwittingly receiving from a wrong source can be very embarrassing or confusing, so much so that it is a favorite intelligence trick. Dept D in East Germany, the Dept of Disinformation, has very intricate methods of planting false information and disguising its source.

Technology can come from wrong source. For instance Leipzig University's school of psychology and psychiatry opened the door to death camps in Hitler's Germany. Using drugs these men apparently gave Hitler to the world as their puppet. They tortured, maimed and slaughtered over 12,000,000 Germans in death camps. At the end of World War 11 these extremists formed the "World Federation of Mental Health", which enlisted the American Psychiatric Association and the American Medical Association and established "National Associations for Mental Health" over the world, cowed news media, smashed any new technology and became the sole advisors to the US government on "mental health, education and welfare" and the appointers of all Health Ministers through the civilized world and through their graduate Pavlov dominated Russian Communist "mental health". This source is so wrong that it is destroying Man, having already destroyed scores of millions. (All statements given here are documented.)

Not only taking data from wrong source but officialdom from it can therefore be sufficiently aberrated as to result in planetary insanity.

In a lesser level, taking a report from a known bad hat and acting upon it is the usual reason for errors made in management,

CONTRARY FACTS

When two statements are made on one subject which are contrary to each other, we have "Contrary facts".

Previously we classified this illogic as a falsehood, since one of them must be false.

But in doing data analysis one cannot offhand distinguish which is the false fact. Thus it becomes a special outpoint.

"They made a high of \$12,000 that week" and "They couldn't pay staff" occurring in the same time period gives us one or both as false. We may not know which is true but we do know they are contrary and can so label it.

In interrogation this point is so important that anyone giving two contrary facts becomes a prime suspect for further investigation. "I am a Swiss Citizen" as a statement from someone who has had a German passport found in his baggage would be an example.

When two "facts" are contrary or contradictory we may not know which is true but we do know they can't both be true.

Issued by the same org, even from two different people in that org, two contradictory "facts" qualifies as an outpoint.

These two will be found useful in analysis.

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HUBBARD COMMUNICATIONS
Saint Hill Manor, East Grinstead,
HCO POLICY LETTER OF 15 MAR
Issue II
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Data Series 21

DATA SERIES AUDITING
(Reference: HCO B 24 July 70, "Data Series"
and HCO B 28 August 70, Confidential for Auditors only)

Whenever a student cannot grasp or retain the data of the DATA SERIES Policy Letters, he must be audited on the Data Series Rundown (also called the Hubbard Consultant Rundown).

The reason for this is that he himself has OUTPOINTS and it is necessary to audit him on this subject.

When the student has outpoints, it has been found that he has a terrible time grasping or retaining the Data Series material.

This does not mean the student is in any way crazy. It just means he is illogical and has outpoints in his thinking.

This will reflect as well in his other studies.

So handling this is a vital action.

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HCO POLICY LETTER OF 31 JANUARY 1972

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Data Series 22

THE WHY IS GOD

When beings operate mainly on illogics, they are unable to conceive of valid reasons for things or to see that effects are directly caused by things they themselves can control.

The inability to observe and find an actual useable WHY is the downfall of beings and activities. This is factually the WHY of people not finding WHYS and using them.

The prevalence of historical Man's use of "fate", "kismet" (fatalism), superstition, fortune telling, astrology and mysticism confirms this.

Having forgotten to keep seed grain for the spring, the farmer starves the following year and when asked WHY he is starving says it is the Gods, that he has sinned or that he failed to make sacrifice. In short, unable to think, he says "The Why is God."

This condition does not just affect primitives or backward people.

All through the most modern organizations you can find "The WHY is God" in other forms.

By believing that it is the fault of other divisions or departments, a staff member does not look into his *own* scene. "The reason I cannot load the lumber is because the Personnel section will not find and hire people." It does not seem to occur to this fellow that he is using a WHY which he can't control so it *is not* a WHY for his area. It does not move the existing to the ideal scene. Thus it is not a WHY for him. Yet he will use it and go on nattering about it. And the lumber never gets loaded. The real WHY for him more likely would be, "I have no right to hire day laborers. I must obtain this right before my area breaks down totally," or "My department posts are too specialized. I need to operate on all hands actions on peak loads."

A course supervisor who says, "I haven't got any students because Ethics keeps them for weeks and Cramming for months" is using a "The WHY is God." As he cannot control Ethics or Cramming from his post his WHY is illogical. The real WHY is probably "I am not mustering all my students daily and keeping them on course. If they are ordered to Ethics or Cramming they must be right here studying except for the actual minutes spent in Ethics and Cramming."

But this does not just apply on small activities. It applies to whole nations. "The reason we Germans cannot advance is because England is against us." This wrong WHY has killed many tens of millions in two world wars.

Intelligence organizations are often almost dedicated to "the Why is over there". It seldom is.

Most staffs of orgs, when pay is poor, are completely addicted to over-thereness. In one org, the Finance Banking Officer was continuously hammered to "give more money" by the people who were responsible for making the money and yet'who were not raising a finger to do so. An actual survey of four org staffs showed that only 2% were aware that their pay depended upon the org Gross Income!

Thus survival is very closely tied to logic. If one finds he is sinking into apathy over his inability to get his job done, it is *certain* that he is operating on self-conceived wrong WHYs in areas that he cannot ever hope to control.

And in living any life, most major points of decline can be traced to the person's operating on whys that do not allow him to improve, his own scene.

The Greek cut open the guts of birds to find the WHY. He called this "divination" or "augury". Don't look now, but that civilization has long been dead!

Just as anyone will be whose illogic leads him to over-thereness to find his whys.

Strength and Power in the individual consists of being logical enough to find WHYs *he* can use to advance his existing scene toward the ideal scene.

The Why is NOT God. It lies with YOU and your ability to be logical.

God helps those who help themselves.

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Data Series 23

PROPER FORMAT AND CORRECT ACTION

When doing an Evaluation, one can become far too fixated on outpoints and miss the real reason one is doing an evaluation in the first place.

To handle this, it is proper form to write up an Evaluation so as to keep in view the reason one is doing one.

This is accomplished by using this form

SITUATION:

DATA:

STATS:

WHY:

IDEAL SCENE:

HANDLING:

CONSISTENCY

The whole of it should concern itself with the same general scene, the same subject matter. This is known as CONSISTENCY. One does not have a Situation about books, data about bicycles, stats of another person, a WHY about another area, a different subject for ideal scene and handling for another activity.

The Situation, whether good or bad, must be about a certain subject, person or area, the data must be about the same, the stats are of that same thing, the WHY relates to that same thing, the Ideal Scene is about the scene of that same thing and the handling handles that thing and *especially is* regulated by that Why.

A proper evaluation is all of a piece.

SITUATION

First, to do an Evaluation, some situation must have come to notice. There is a report or observation that is out of the ordinary.

This "coming to notice" occurs on any line. Usually it is fairly major, affecting a large portion of the area, but it can be minor.

So OBSERVATION in general must be continuous for situations to be noted.

To just note a situation and act on it is out of sequence as it omits evaluation. You can be elated or shocked uselessly by noting a situation and then not doing any evaluation.

It is the hallmark of a rank amateur or idiot to *act* on reports without any evaluation.

So, the first step is noting, from general alertness, a situation exists.

A situation is defined as a not expected state of affairs. It is either very good or it is very bad.

If it is very good it must be evaluated and a Why found so one can even upgrade an Ideal Scene.

If it is very bad, it must be evaluated and a Why found so that it can be handled to more closely approach the Ideal Scene.

DATA

Data is the information one has received that alerts one to the situation.

Intelligence systems use various (mainly faulty) methods of "evaluating" data so as to "confirm it". They do this uniformly from *reports*. No matter how many reports one may see there is always a question as to their truth. Intelligence Chiefs have started most wars (US vs Germany 1917) or failed to start them in time (US vs Japan 1936) by depending on "authoritative sources", "skilled observers", "valid documents" and other confetti they class as "reports" or "documents".

As noted above, the "raw document" or "raw materials" as they are called have led, when accepted, to the most terrifying catastrophes. British Admiral Hall, without permission of the British government, leaked the famous "Zimmerman telegram" to US President Wilson and stampeded the US into World War I. The alleged German "instructions" to their US Ambassador "intercepted" by Hall were passed on with Confidence tricks and President Wilson, elected to keep the US out of the war, being no great evaluator, dived overboard on one flimsy questionable report and carried America into the disaster of two world wars and a Communist supremacy.

The US was lulled by false Japanese assurances and false data on the smallness of Japanese armaments and considered the country no danger. The true situation would have led to a US declaration of war in 1936! Before Japan could sink the whole Pacific fleet in one raid and cause 41/2 years of war and open all of China to Communist supremacy.

These are just a couple of the thousands of disasters in international affairs brought about by a pathetic reliance on reports or documents.

If you knew the game well, with a half a dozen agents and a document factory, you could have half the countries of the planet in turmoil. Because they rely on *reports* and "authoritative sources" and "expert opinion" instead of Data as viewed in this Data Series.

If one does not court disaster and failures one does NOT rely on reports, but an absence of reports or a volume of reports carefully surveyed for outpoints and counted.

To do this one must be VERY skilled at spotting outpoints. Most people confuse simple errors with actual outpoints.

You can get so good at this you can recognize outpoints and plus points at a fast glance over reports.

Essentially, "data" regarded from the angle of outpoints is a lack of consistency. "Our Div 2 is doing very well" -doesn't go with Gross Income \$2.

This gives you a guideline, the "string to pull" (see Investigation checklist on following down things you just don't understand, the first emergence of the Data Series).

So the DATA you give is not a lot of reports. It is a brief summary of the "strings pulled" on the outpoint or plus point route to finally get the Why.

Example: (from a situation where an org was going broke) "The sign-ups reported for service and new names to Central Files were both high yet gross income was down. An investigation of the service area showed no backlogs and no new customers with the staff idle. Tech Services was fully staffed. Examining complement showed no one in the Department of Income. People were signed up but there was no one to receive the money." The WHY of course was a wrong complement particularly NO CASHIER and an Executive Director neglecting his duties.

Example: (on a situation of a stat soaring) "The Promo Dept had very down stats with no promo going out. Bulk mail w.-s low. Div 6 was idle, yet the GI was soaring. Nothing in the org could be found to account for it. Investigation of what promo incoming public had showed that the Promo was coming from a lower level org promoting itself as a route to upper level services." The WHY of course was an

effective **Promo campaign being run OUTSIDE** the org. And one could bolster that up and get the org active too.

DATA, then, is the Sherlock Holming of the trail that gave the WHY. It at once reflects the command the Evaluator has of the **DATA SERIES**. And his own cleverness.

Sometimes they come in a sudden blue flash a yard long, a piece of insight into what MUST be going on if these outpoints add up this way. Rapid investigation of further data on this trail proves or disproves the flash of insight. One does NOT run on insight alone (or crystal balls).

To one not trained and practised in Evaluation the finding of a REAL WHY may look as mysterious as an airplane to an aborigine.

It is a fact that people who do not understand evaluation can get the idea that management acts on personalities or whims or that management has spies everywhere to know that the Distribution Secretary never came to work.

To the expert it is easy. To the ignorant it looks very supernatural.

It is the TRAIL followed that counts.

This is what is required under "DATA".

STATS

Situations and DATA trails are supported by Statistics.

Where statistics are not in numeral form this may be harder. Where they are outright lies, this is an outpoint itself.

A person or nation without any statistic may be a puzzle at first but statistical approximations can exist and be valid.

Statistics of CIA would be very hard to dig up. They don't even let the US Congress in on it. But the deteriorating overseas influence of the US would show that CIA was not batting any high average and that its data fed to policy makers (its avowed purpose) might well be false or misleading causing policy errors that cause a deteriorating scene.

So statistics can be estimated by the scene itself even when absent in numerical form.

England has lost its whole empire in a quarter of a century, without a single defeat in war. This gives an adequate statistic for the government's good sense or lack of it. It is at this writing losing even parts of the homeland and is itself joining what might be called the Fourth Reich and so will soon cease to exist as a political sovereignty. This statistic can even be drawn as a dive bombing down curve.

A deckhand's statistic may not exist on a chart but the areas he tends do exist for view.

One either has a numerical statistic or a direct observation. One can use both.

I once answered the question "Why are paid completions high and gross income low" by finding that the "paid" completions stats were false.

So one statistic can be compared to another.

Three or more stats can be compared to each other and often lead directly to a WHY.

The main point is DON'T ACT WITHOUT STATISTICAL DATA.

After a fine Data Analysis, one may well find tlac stats are quite normal and there is NO situation.

One may have a great PR PR PR data analysis and collide with statistics you'd need a submarine to read.

And one may have data that says the whole staff of Keokuk should be shot without waiting for dawn and then discover that, by stats, they're doing great.

And one can also do a Data Analysis that shows somebody should be commended and prove it by stats and then discover belatedly the stats are false and the guy should have been shot.

However if one looks at all available stats after doing a Data Analysis one may find they look good at a glance but are sour as green apples. One could see a high lot of stats, GI, etc and *then* see a cost stat that shows someone is making \$2 million at a cost of \$4 million and that the place is going straight into the garbage can.

DO NOT give a Why or recommend handling without inspecting the actual stats.

And DO NOT be thrown off a situation you are sure exists without looking at ALL the stats. (Example: High hour Internes' stats throw one off interfering until one sees NO internes graduating and NO programs completed by them.)

THE WHY

This is the jewel in the crown, the main dish at dinner, the gold mine in the towering mountains of mystery.

A real WHY must lead to a bettering of the existing scene or (in the case of a wonderful new scene) maintaining it as a new Ideal Scene.

Therefore the WHY must be something you can do something about. (See THE **WHY IS GOD** policy letter.)

Thus the Why is limited by what you can control. It is NEVER that other di'vision or top management or the bumps on the Moon.

Even if all this were true, the WHY must be something which

YOU CAN DO SOMETHING ABOUT YOURSELF FROM YOUR LEVEL OF AUTHORITY OR INITIATIVE that will lead to

THE IMPROVEMENT OF A POOR EXISTING SCENE TOWARD THE IDEAL SCENE.

The WHY is a special thing then. It is a key that opens the door to effective improvement.

It is not a prejudice or a good idea. It is where all the analysis led.

And a REAL Why when used and handled and acted upon is like a magic carpet. The scene at once becomes potentially better or gets maintained.

"Acting on a wrong Why" is the stuff of which coffins are made.

No matter how brilliant the program that follows, there it is, the same old mud.

Wrong Whys work people half to death handling a program which will lay ostrich eggs and rotten ones at that.

It will cost money and time that can't be afforded easily.

It will distract from the real tiger in the woods and let him roar and eat up the goats while everyone is off chasing the ghosts which "really were the cause of it all".

Wrong Whys are the tombstones of all great civilizations and unless someone gears up the think will be the mausoleum of this one.

Do not think you won't get them. It takes 28,000 casualties in battle, they say, to make a major general. Well it may take a few wrong Whys to make an Evaluator.

The evaluator who has done the evaluation is of course responsible for it being correctly done and leading to the right conclusion and verified by stats to give the correct real WHY.

And the real ones are often too incredible to have been arrived at in any other way. Or they are so obvious no one noticed.

In one instance Whys were found by experts for six months on a certain Course without improving the flagrantly bad situation but actually messing it up more until a huge real Why jumped out (the students had never been trained on earlier levels) and the situation began to improve.

Using one Why for all situations can also occur and fads of Whys are common. True, a Why often applies elsewhere. That's what gives us technology including policy. But in any area of operation where a situation is very abnormal the Why is likely to be very peculiar and too off the ordinary to be grasped at once.

There can be an infinity of wrongnesses around just one rightness. Thus there can be an infinity of wrong Whys possible with just one real Why that will open the door.

For the real Why *does* open the door. With it on a good situation one can maintain it and with a bad situation one can improve it.

Thus the REAL WHY is the vital arrival point to which evaluation leads.

THEIDEALSCENE

If a bad situation is a *departure* from the ideal scene and if a good situation is attaining it or exceeding it, then the crux of any evaluation is THE IDEAL SCENE for the area one is evaluating.

Viewpoint has a lot to do with the Ideal Scene.

To Russia a collapsed America is the Ideal Scene. To America a collapsed Russia is an Ideal Scene.

To some have-not nations both Russia and the US competing at vast expense for the favor of a coy petty ruler is the Ideal Scene to that ruler.

To most other parts of the world both these major countries interested only in their own affairs would be an Ideal Scene.

So, with viewpoint the Ideal Scene can be "bad" or "good".

The Ideal Scene is not necessarily big and broad. An intelligence evaluator that gave the Ideal Scene as "a defeated enemy" on every evaluation would be very inexperienced.

By CONSISTENCY the Ideal Scene must be one for that portion of an activity for which one is trying to find the Why.

Example: (Situation: renewed activity on a front held by one platoon. Evaluation: No other points along the lines are active and a tank road leads toward the front where the activity is. WHY: Area being prepared for a tank breakout.) IDEAL SCENE: An uninhabitable area in front of the platoon. (Which could be done with napalm as there is a wood there and a heavy crossfire maintained and a renewed supply of bazookas for the platoon if the napalm didn't work.)

Example: (Situation: a lot of silence from Plant 22. Evaluation: No trucks arriving with materials, no raw materials being sent by outside suppliers, suppliers irate. WHY: The Accounting Office forgot to pay the raw materials bill and the suppliers held up all further supplies.) THE IDEAL SCENE: High Credit Rating and good Accounts PR Established with all creditors. (And Handling would include a recommendation for an Evaluation of the Accounting Office as to Why it forgot and Why there is no high credit PR with a new Ideal Scene for that Accounting Office, which might be a wholly different thing: IDEAL SCENE: An Accounting Office that enforces Income greater than outgo.)

By giving the IDEAL SCENE for every situation, the evaluator is not led into a fatal contempt for the competence of all work actually being done.

The Ideal Scene clarifies for one and all whither we are going.

But even more important, the evaluation that includes an Ideal Scene postulates a win from the viewpoint of those for whom it is being done or for one's activities.

Sometimes when one gets to the Ideal Scene and writes it down he finds his Why won't really lead to it, in which case he must get another Why or familiarize himself with the scene in general to find out what he is trying to send where.

In the case of an abnormally good situation one finds he has exceeded what was formerly thought to be the Ideal Scene and must state a new one entirely with the WHY concerned with how to maintain it.

Anyone reading a full evaluation in proper form can better estimate whether the WHY and handling are workable if the IDEAL SCENE is there. And sometimes it will be found that the evaluator is trying to do something else entirely than what everyone else thinks is a correct attainment.

Thus it is a very healthy thing to include the Ideal Scene. It serves as a discipline and incentive for the Evaluator and those executing the program.

HANDLING

Handling must be CONSISTENT with the situation, the evaluation, the Why and the Ideal Scene.
Handling must be **WITHIN THE CAPABILITIES** of those who will do the actions.

Handling must be WITHIN THE RESOURCES AVAILABLE.

Handling quite often but not always requires a BRIGHT IDEA. It is peculiarly true that the less the resources available the brighter the idea required to attain effective handling.

Handling must be SUPERVISED by one person who acts as a Coordinator of the Program and a checker-offer and de-bug expert.

And last but most important handling must be EFFECTIVE AND FINAL.

The *steps* of Handling are in Program Form. They are numbered 1-2-3 etc. Or A-B-C etc.

They can be in the sequence they will be done but this is mostly important when one person or one team is going to do the whole thing step by step.

These steps are called TARGETS.

Each part of the program (each TARGET) is assigned to someone to do or to get done.

Care must be taken not to overload persons already loaded and where this occurs one appoints a special personnel or mission for that specific target.

The Supervision must see that each target gets fully done and no targets not done and no targets half done.

It is up to Supervision to keep track of all completions on a MASTER sheet.

Supervision debugs those targets that bog or lag by finding in them a Why, which may mean a rapid evaluation of that target to rephrase it or get it clarified without altering its intended accomplishment.

Supervision can reassign a target.

PROJECTS

It is expected that any complex or extensive target will have a PROJECT written for it by the person to whom it is assigned if not by the originator.

By completing this Project the target is DONE.

Often these projects have to be passed upon by a senior before being begun.

COMPLIANCE

When the MASTER sheet shows all targets DONE (not not done and not half done and not falsely reported) full Situation handling can be expected.

REVIEW

When the Supervisor reports all Targets done, it is in the hands of Fate whether the situation will now be progressed toward or attain the Ideal Scene.

The accuracy of the data, the skill of the evaluator, the correctness of the WHY, the competence of the Supervisor and the skill of those executing the targets and the willingness of those receiving the effects of all this activity (their Human Emotion and Reaction) determine whether this evaluation approaches or attains the Ideal Scene.

All such Evaluations should be REVIEWED as soon as the actions have had time to take effect.

An idiot optimism can suppose all is well and that it is needless to Review.

But if this WHY was wrong *then the situation will deteriorate* and a worsening situation will be apparent. Thus a sharp watch has to be set. No thirst for "always being right" or arrogance about never being wrong must prevent an honest review.

WAS the Ideal Scene approached or attained?

Or was it a wrong Why and now is all Hades breaking loose?

Now we *don't* have just renewed insistence that the WHY was right and that the program must go in in spite of all.

We have a wrong Why.

MAGIC

IT WILL BE FOUND THAT WHERE YOU HAVE A REAL WHY PEOPLE WILL COOPERATE ALL OVER THE SCENE.

The only exception is where there are traitors around. But this is an easy explanation, too often bought to excuse wrong Whys.

The Germans, when they found in World War 11, how ineffective the Italian intelligence service was, couldn't believe it, tried to improve it, became convinced they were traitors, probably shot them in scores and took the service over themselves. And lost Italy even more rapidly. Whatever the right Why was, the Germans had the wrong one. And so does any executive who has to shoot everybody-he just can't find the right Whys.

It is NO disgrace to find a wrong Why. It is only a disgrace not to keep trying on and on until one *does* find it. Then the clouds open, the sun shines, the birds pour out their souls in purest melody and the Ideal Scene is approached or reached.

So REVIEW is damnably important.

Situations have to be handled very fast.
And Reviews have to be as quick as possible after effect can occur.

WHOLE VIEW

So here you have the whole view.

The keynotes are OBSERVE, EVALUATE, PROGRAM, SUPERVISE and REVIEW.
The heart of Observe is accuracy.

The heart of Evaluate is a cool cold Knowledge of the Data Series.
The heart of Program is knowing the scene.
The heart of Supervise is getting it FULLY done.
The heart of Review is HUMILITY.

. SUMMARY

If you cannot roll all this off rapidly then misunderstood words in this series are in the way. Or one is battling with some outpoint in his own life.

The Data Series is for USE.

It works because it has unlocked logic.

In Management one is very fortunate since he can program and handle.

In Intelligence one is less fortunate as his handling can only be suggested and many an Intelligence officer has watched a useless Battle of the Bulge after he told them all about it and "they" had other ideas. But the Data Series works in Intelligence as well.

Data Analysis was not developed in a professorial out of a lost to the world tower. It was evolved by attempting to explain logic, then was developed on one of the hottest cross-fire but successful evaluation posts on the planet against a background of blood, sweat and tears war intelligence experience.

So it is itself REAL.

The key to it is handling DATA.

So here it is.

I do sincerely hope it serves you in helping to attain your Ideal Scene.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 FEBRUARY 1972
Issue 11

Remimeo

Data Series 24

HANDLING

**POLICY, PLANS, PROGRAMS
PROJECTS AND ORDERS DEFINED**

The words "Policy", "Plans", "Programs", "Projects" and "Orders" are often used interchangeably one for the other, incorrectly.

To handle any confusions on the words and substance of "Policy", "Plans", "Programs", "Projects" and "Orders" the following DESCRIPTIVE DEFINITIONS (See Scn Logic No. 5) are laid down for our use.

POLICY: By this is meant long range truths or facts which are not subject to change expressed as operational rules or guides.

PLANS: Short range broad intentions as to the contemplated actions envisaged for the handling of a broad area to remedy it or expand it or to obstruct or impede an opposition to expansion. A plan is usually based on observation of potentials (or resources) and expresses a bright idea of how to use them. It always proceeds from a REAL WHY if it is to be successful.

PROGRAM: A series of steps in sequence to carry out a plan. One usually sees a Program following the discovery of a Why. But in actual fact a Plan had to exist in the person's mind, whether written or not, before a program could be written. A Program, thus, carries out the Plan conceived to handle a found WHY. A Plan and its Program require authorization (or okay) from the central or coordinating authority of the general activities of a group before they can be invested in, activated or executed.

PROJECTS: The sequence of steps written to carry out ONE step of a Program. Project orders often have to be written to execute a Program step. These should be written but usually do not require any approval and often are not generally issued but go to the person or persons who will accomplish that step of a program. Under the category of PROJECT would come orders, work Projects, etc. These are a series of GUIDING STEPS which if followed will result in a full and successful accomplishment of the Program Target.

ORDERS: The verbal or written direction from a lower or designated authority to carry out a program step or apply the general policy.

In short:

POLICY = the rules of the game, the facts of life, the discovered truths and the invariable procedures.

PLANS = the general bright idea one has to remedy the WHY found and get things up to the Ideal Scene or improve even that. (Approval)

PROGRAM = the sequence of major actions needed to do the Plan. (Approval)

PROJECT the sequence of steps necessary to carry out one step in a Program. (No approval)

ORDERS some Program steps are so simple that they are themselves an order or an order can simply be a roughly written project.

Thus, by these definitions a Data Analysis would look like this.

POLICY: (what brings the evaluation into existence in the first place.)

SITUATION: (departure from or improvement of the Ideal Scene expressed in policy.)

DATA: (observations leading to INVESTIGATIONS.)

STATISTICS: (the independent continuing survey of production or lack of it.)

WHY: (the real reason found by the investigation.)

IDEAL SCENE: (the state of affairs envisioned by policy or the improvement of even that.)

HANDLING:

A PLAN whether written in full or not based on the WHY to use the resources available to move the Existing Scene toward the Ideal Scene.

A PROGRAM: A sequence of broad steps to get the Plan executed.

PROJECTS: Any sequence of steps ordered or written to get a Program step completed.

ORDERS: The program step itself or the verbal or written project to get the Program step fully *Done*.

Thus a Handling could look like this:

HANDLING:

Plan: To use Bob Bartlett to replace the incompetent exec found as the WHY.

1. Find a Replacement for Bartlett. PERSONNEL.
2. Program Bob Bartlett to get his incomplete cycles caught up. DIR OF PERSONNEL ENHANCEMENT.
3. Train Bob Bartlett. DIR OF TRAINING.
4. Write Garrison Mission Orclers for Bartlett. ACTION MISSION WRITER.
5. Write Recall orders for G. Zonk (the incompetent found in the WHY). PERSONNEL.
6. Send Bartlett to relieve Zonk. ACTION.
7. On Zonk's return assign to bilge cleaner. PERSONNEL.

This of course is a very simple Plan and simple program.

The Orders are seen as "PERSONNEL", "DIR OF PERSONNEL ENHANCEMENT", "ACTION MISSION WRITER" etc at the paragraph ends. The program step itself is an **ORDER** to the person or unit named at program end. But IT ALSO AUTHORIZES THAT PERSON OR UNIT TO DO THE STEP OR ISSUE ORDERS TO DO THE STEP OR EVEN WRITE A PROJECT AND GET IT DONE.

That final end word on the program step is an AUTHORITY as well as being an order to the person or unit named.

ROUND-UP

A copy of a full program Marked MASTER is placed in a folder. The Folder is marked on the edge with the Program name and number. The program itself is stapled along its left edge to the inside left cover of the folder.

An "LRH Comm" is responsible for "LRH Programs". A Deputy Executive Director or Deputy Commanding Officer is responsible for an ED's or C/O's programs.

The responsibility lies in seeing that each step is FULLY effectively DONE.

All related papers, copies of projects, orders etc are collected in that folder and as each done is reported and investigated as DONE it is marked off on the MASTER Program sheet.

When all those projects or orders bred by the Program steps are DONE then the PROGRAM is considered DONE.

One does not "report progress" but only DONES and when something is NOT done yet it is chased up by the "LRH Comm" or Deputy ED or C/O and "debugged".

DEBUGGING

The word "bugged" is slang for snarled up or halted.

DEBUG is to get the snarls or stops out of it.

This itself requires an evaluation. The evaluation may be done at a glance or it may take a full formal Evaluation by form.

The Ideal Scene here is the Program step DONE or even improved.

So the WHY here would be the REAL reason it was not being done or couldn't be done and that may require hours to locate and sometimes days to remedy.

When "debugging" one usually finds the persons assigned the target already have a "WHY" and it is usually a false Why for if it was the right one the program step would get done.

Thus debugging usually begins with finding "their Whys"-which is to say reasons, excuses, apologies etc. Getting these into view is a main part of the Program Step Evaluation.

A Project, often written, comes out of this DEBUG EVALUATION.

In extreme cases it will be found that the Whole program is based on a wrong WHY and rapidly needs redoing by the original authority. Example: The WHY found was that the JINX OFFICE WAS NOT MAKING MONEY. In doing one step of the program: "3. Survey past invoices to find where money is coming from and why they don't get it now: MISSION", the Mission sent finds Jinx Office was making money by the ton but it was being wasted by their having bought a huge building whose rent is three times normal rental "In the hopes new sub-tenants would pay the rent but nobody wants the place". Rapid debug is needed because the target can't really be done. They ARE making money and they do get it now.

In such a case doing the program unearthed a new REAL WHY and scrubbed that program.

A super-frantic hysterical communication would be sent to the authority of the

program "New **WHY** found by Pgm 891 Target 3 observation. Jinx Office paying \$80,000 a quarter for skyscraper. Obvious real Why ED has delusions of grandeur, is a bad business head. Suggest Pgrn 891 Redone on new Why and suggest Plan of mission here for instant offload of this skyscraper and Office into proper quarters and replacement of ED." At which the "LRH Comm" or Deputy ED or Deputy C/O will approach the authority for the Pgm to get immediate cancellation of 891 and all program targets and a new program 891 R based on the REAL REAL WHY.

Debug, however, is not always so dramatic. "We don't have anyone to put on it" is the usual excuse as they sit lazily chatting amongst their piled up Dev-T.

So one evaluates the area against the program target and finds a WHY that, executed as a project will get that target done.

The PERFECT DEBUG EVALUATION (a) gets the target done (b) improves the area (c) leaves no dregs of Human Emotion and Reaction behind it.

Just plain screaming often works. But if one has to, there is a real WHY there someplace that should be found, a project handed out and done.

HANDLING SUMMARY

You can find out all the SITUATIONS and WHYS in the world but if there isn't a PLAN and PROGRAM and if these are not DONE fully, then nothing beneficial will happen. Indeed the not dones, half dones and backlogs will mount up (per HCO P/L 26 Jan 72 Admin Know How 29 Executive Series 5) and set the whole thing a step backwards.

Bad programs and clumsy projects develop useless traffic (Dev-T) and tie people up all over the place, pull them off normal needful actions and send the existing scene even further from the Ideal Scene. They make people very busy but nothing beneficial is gained and as the useless actions distract from normal duties, the whole place is at risk.

Staffs subjected to programs that are not based on sound observation Evaluation, a REAL WHY and the points in Data Series 23, become apathetic as they see no result,

So programs that are bad and programs that are right but don't get fully done are alike deadly. **THERE IS NO SUBSTITUTE FOR CORRECTLY DONE DATA ANALYSIS.**

THERE IS NO EXCUSE FOR NOT GETTING CORRECT PROGRAMS DONE.

In this way and only in this way can one raise the Existing Scene toward an Ideal Scene.

Data Analysis is a powerful tool. **YOU CAN USE IT.**

L. RON HUBBARD

Founder

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HUBBARD COMMUNICATIONS OFFICE
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Data Series 25

LEARNING TO USE DATA ANALYSIS

After one has studied Data Analysis he is expected to be able to use its principles easily and swiftly. The barriers to being able to use Data Analysis are, in the order of frequency:

1. Misunderstood words. One has not gotten the definitions of the words used. This does not mean "new words". It is usually old common words. It is not just long words, it is more usually little ones. To handle this one takes each policy letter (or chapter) in turn and looks it over carefully to see what words he cannot rapidly define. To help in this one uses an E-Meter and "Method 4" word clearing which is the method of using a meter to see if "Are there any words in this policy Misunderstood?" Any upset or antagonism or boredom felt comes only from a misunderstood word or misunderstood words.
2. The person has himself an out-point in his routine thinking. This is found and handled by what is called an "HC (Hubbard Consultant) List". This list assessed on a meter detects and handles this.
3. Lack of knowledge of an existing or an ideal scene. This is handled by observing the existing scene directly or indirectly by reports and for the Ideal, study of the basic policy of the scene which gives one its ideal, its expected products and form of organization.
4. Not having studied the Data Series. Handled by studying it properly.
5. Not having studied Data Analysis from the viewpoint of needing to apply it.
6. Thinking one already knows all about analyzing and data. Handled by looking over some past failures and realizing they could have been prevented by a proper collection of data and analyzing it.
7. Tossing off "reasons" personally on one's own personal area which are usually just excuses or justifications and not Whys. "I was too tired" "I should have been tougher" "They were just bums anyway" which loads up one's own life with wrong Whys. Handled by being more alert to and more honest about the causes and motives of one's life and the scene, and doing a better analysis.
8. Confusing Errors with out-points. Handled by practice.
9. Confusing out-points with Whys. Handled by learning to observe and better study of Data Analysis.
10. Too narrow a situation. Handled by getting more data and observing the scene more broadly.
11. Missing "Omitted data" or particles or people as a frequent out-point. Handled by knowing the Ideal Scene better. What *should* be there and isn't,

THE BEGINNER

When one begins to apply Data Analysis he is often still trying to grasp the data about Data Analysis rather than the out-points in the Data. Just become more familiar with the Data Series.

Further one may not realize the ease with which one can acquire the knowledge of an Ideal Scene. An out-point is simply an illogical departure from the Ideal Scene. By comparing the Existing Scene with the Ideal Scene one easily sees the out-points.

To know the Ideal Scene one has only to work out the correct products for it. If these aren't getting out, then there is a departure. One can then find the out-points of the various types and then locate a WHY and in that way open the door to handling. And by handling one is simply trying to get the scene to get out its products.

Unless one proceeds in **this fashion (from product back to Establishment)**, one can't analyze much of anything. One merely comes **up with errors**.

The definition and nature of Products is covered in several P/Ls and especially in HCO P/L 13 Mar 72 Establishment Officer Series No. 5,

An existing scene is as good as it gets out its products, not as good as it is painted or carpeted or given Public. Relations boosts.

So for ANY scene, manufacturing or fighting a war or being a hostess at a party, there are PRODUCTS.

People who lead pointless lives are very unhappy people. Even the idler or dilettante is happy only when he has a product!

There is always a product for any scene.

The analyst when he begins may get the wrong product. He may get a doingness instead of something one can have. And he may look upon a half completion or half done thing as a completed product.

All this makes his Data Analysis faulty. As he can't figure out an Ideal Scene, he then has nothing to compare the existing scene to. It is simply a matter of the cost and time involved in not or half getting a product compared to the Ideal Scene of a really valuable product with Exchange value and what it takes to get it. These two things can be worlds apart. The trail that leads to a WHY that will close the gap is plainly marked with one kind or another of out-points. Where the most and biggest are, there is the WHY. Found, the real WHY and actual handling will move the existing toward Ideal.

Hideously enough, what I say about products is true. Even a government could have a product. Like "a prosperous happy country". An Intelligence agency often muffs its product such as "A properly briefed head of state". But to do it the head of state would have to have a product concerning other nations like "Friendly, cooperative allies which are a help and no threat" or some other product. Otherwise the agency would wind up going straight out of the Intelligence business and being required to conduct its business by assassination of foreign notables or other actions to do handlings based on wrong Whys.

As there would be no Product, there could not really be an Ideal Scene. If there is no Ideal Scene then there is no way to compare the existing scene. Thus, outpoints would expose situations but no WHY would really be possible as there's no Ideal Scene to approach. One has often heard some agency or activity say, "Where the hell are we going anyway?" Translated this would be "We haven't had any Ideal Scene set up for us." And translated further, "The policy makers have no product in view." So they aren't going anyplace really and lack of an objective would cause them to go down and lack of a product would cause them to be miserable.

That's the way life has been running.

Parents and others often ask children "What will you do when you grow up?" Or "What are you going to *be*?" This is not baffling for a 5 year old, perhaps, but it is a confuser for a child of 12. There are *BE*, *DO* and *HAVE* as three major conditions of existence. One must *BE* in order to *DO* and *DO* in order to *HAVE*. A Product is the *Have*. It is not the *DO*. Most people give "Do" as "product". A Product is a completed thing that has Exchange value within or outside the activity.

If one asked a 12 year old "What product are you going to make when you grow up?" he'd likely give you the exchange reward as the answer, like "Money". He has omitted a step. He has to have a product to exchange for money.

To "make money" directly he'd have to be the Secretary of the Treasury, Superintendent of the Mint or a counterfeiter!

Only if you cleared up Product and Exchange with him could he begin to answer the question about what's what with growing up.

Let's say this is done and he says he is set on making photographs of buildings. The *DO* now falls into line-he'd have to photograph things well. The *BE* is obvious-architectural photographer. The Exchange of architectural photographs for salary or fee is feasible if he is good.

So now we find he is a poor boy and no chance of schooling or even a box camera. That's the existing scene.

The Ideal Scene is a successful architectural photographer making pictures of buildings.

You see the gap between the existing scene and the Ideal Scene.

Now you can follow back the outpoints and get a WHY.

It isn't just that he's poor. That's no WHY as it opens no doors to get from existing scene to Ideal Scene.

We investigate and find his "father" is very religious but an alcoholic and that the boy is illegitimate and his "father" hates his guts.

So we find a WHY that his "father", much less helping him, is not about to let him amount to anything whatever ever.

This opens a door.

Handling often requires a bright idea. And we find the local parson has often shown interest in the boy so an obvious handling is to get the parson to persuade the "father" to let the boy apprentice in the local photo store and tell the boy what he has to do to make good there.

Situations cannot be handled well unless a real WHY is found.

And a real WHY cannot be found unless *the* product is named and an Ideal Scene then stated. This compared to the existing scene gives us, really the 1st outpoint,

In going the other direction, to find a WHY of sudden improvement, one has to locate poor existing scenes that suddenly leap up toward Ideal Scenes. This is done by locating a high product period (by stats or other signs of production) and comparing IT as an Ideal Scene to the existing scenes before it (and just after if there was a slump) and looking into that for a WHY. But one is looking for *Pluspoints*. And these lead to a real WHY for the prosperity or improvement.

A "who" will often be found. Like "James Johnny was shop foreman then." Well, he's dead. So it's not a Why as it leads nowhere. What did James Johnny DO that was different? "He got out products" leads nowhere. We keep looking and we find he had a scheduling board and really kept it up to date and used it as a single difference. Aha "The WHY is a kept up scheduling board!" The handling is to put a clerk on doing just that and hating the current foreman to use it or catch it. Result, up go the stats and morale. People can look at it and see what they're producing today and where they're at!

So not all WHYS are found by outpoints. The good situations are traced by Pluspoints.

If the high peak is current, one has to find a Why, in the same way, to maintain it,

STANDARD ACTION

A beginner can juggle around and go badly adrift if he doesn't follow the pattern: 1. Work out exactly what the (person, unit, activity) should be producing.

2. Work out the Ideal Scene.
3. Investigate the existing scene.
4. Follow outpoints back from Ideal to existing.
5. Locate the real WHY that will move the existing toward Ideal.
6. Look over existing resources.
7. Get a Bright Idea of how to handle.
8. Handle or recommend handling so that it stays handled.

This is a very sure-fire approach.

If one just notes errors in a scene, with no product or Ideal with which to compare the existing scene, he will not be doing Data Analysis and situations will deteriorate badly because he is finding wrong Whys.

THINKING

One has to be able to think with outpoints. A crude way of saying this is "learn to think like an idiot". One could also add "without abandoning any ability to think like a genius".

If one can't tolerate outpoints at all or confront them one can't see them.

A madman can't tolerate pluspoints and he doesn't see them either.

But there can be a lot of pluspoints around and no production. Thus one can be told how great it all is while the place edges over to the point of collapse.

An Evaluator who listens to people on the scene and takes *their* WHYs runs a grave risk. If these *were* the Whys then things would be better.

A far safer way is to talk only insofar as finding what the product is concerned and investigating.

One should observe the existing scene through data or through observers or through direct observation.

An Evaluator often has to guess what the WHY might be. It is doing that which brings up the phrase "Learn to think like an idiot". The WHY will be found at the end of a trail of outpoints. Each one is an aberration when compared to the Ideal Scene. The biggest idiocy which then explains all the rest and which opens the door to improvement toward the Ideal Scene is the WHY.

One also has to learn to think like a genius with pluspoints.

Get the big peak period of production (now or in the past). Compare it to the existing scene just before.

Now find the pluspoints that were entered in. Trace these and you arrive at the WHY as the biggest pluspoint that opened the door to improvement.

But once more one considers resources available and has to get a bright idea.

So it is the same series of steps as above but with pluspoints.

VETERAN

A veteran evaluator can toss off evaluations in an hour or two, mainly based on how long it takes him to dig up data.

A big tough situation may require days and days.

Sometimes luck plays a role in it. The data that was the key to it was being sat on by someone not skilled in the subject and who had no idea of relative importances. Sometimes the datum pops up like toast from an electric toaster. Sometimes one has it all wrapped up and then suddenly a new outpoint or pluspoint appears that changes the whole view of the evaluator.

Example: A firm's blacklist has just been published in a newspaper or as a scandal. Evaluator: "They do *what?*" in a voice of incredulity. "They ship their security files to Memphis in open crates? Because they are saving on postage?" Wrath could dangerously shoot a wrong somebody. The idiocy is not believable. But a new datum leads to personnel who hired a reporter in disguise because it no longer requires or looks up references.

Example: Situation where stats soared. "They used schoolchildren to pass out literature?" That's just a point but a strange one. Turns out they also hired a cashier and had NEVER HAD ONE ON POST BEFORE! Why? Nobody to take money.

Man gets dedicated to his own pet theories very easily. A true scientist doesn't fixate on one idea. He keeps looking until he finds it, not until his pet theory is proven. That's the test of an evaluator.

STATISTICS

One always runs by statistics where these are valid.

Statistics must reflect actual desired PRODUCT. If they do not they are not valid. If they do they give an idea of Ideal Scene.

From a statistic reflecting the desired products one can work out the departure from the Ideal Scene.

A backlog of product production must reflect in a stat. As a backlog is *negative* production.

From such tools an Evaluator can work.

The use of Data Analysis is relatively easy compared to learning a musical instrument.

You have the hang of how it is done.

So why not just be a veteran right now and DO IT.

LRH:nt.mes.rd

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Founder

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HCO POLICY LETTER OF 12 JUNE 1972

Remimeo

Data Series 26

Establishment Officer Series 18

LENGTH OF TIME TO EVALUATE

It will be found that long times required to do an Evaluation can be traced each time to AN INDIVIDUAL WHY FOR EACH EVALUATOR.

These, however, can be summarized into the following classes of Whys:

This list is assessed by a Scientology Auditor on a Meter. The handling directions given in each case are designations for auditing actions as done by a Scientology Auditor and are given in the symbols he would use.

I . Misunderstood Words.

Handled with Word Clearing (Method I and Method 4 of the Word Clearing Series.)

2. Inability to Study and an inability to learn the materials.

(Handled by a Study Correction List HCO B 4 Feb 72.)

3. Outpoints in own thinking.

(Handled by what is called an HC [Hubbard Consultant] List HCO B 28 August 70.)

4. Personal out-Ethics.

(Use P/L 3 May 72 by an auditor. Has two Listing and Nulling type lists.)

5. Doing something else.

(2-way communication on P/L 3 May 72 or reorganization.)

6. Impatient or bored with reading.

(Achieve Super-Literacy. LRH Executive Directive 178 International.)

7. Doesn't know how to read statistics so doesn't know where to begin.

(Learn to read stats from Management by Stat P/Ls.)

8. Doesn't know the scene.

(Achieve familiarity by direct observation.)

9. Reads on and on as doesn't know how to handle and is stalling.

(Get drilled on actual handling and become Super-Literate.)

10. Afraid to take responsibility for the consequences if wrong.

(HCO B 10 May 72 Robotism. Apply it.)

11. Falsely reporting.

(Pull all withholds and harmful acts on the subject.)

12. Assumes the Why before starting.

(Level IV Service Facsimile Triple Auditing.)

13. Feels stupid about it.

(Get IQ raised by general processing.)

14. Has other intentions.

(Audit on L9S or Expanded Dianetics.)

15. Has other reasons not covered in above.

(Listing and Nulling to Blowdown F/N Item on the list.)

16. Has withholds about it.

(Get them off.)

17. Has had wrong reasons found.

(C/S Series 78.)

18. Not interested in success,

(P/L 3 May 72 and follow as in 14 above.)

19. Some other reason.

(Find it by 2-way comm.)

20. No trouble in the first place.

(Indicate it to person.)

When this list is assessed one can easily spot Why the person is having trouble with the Data Series or applying it. When these reasons are handled, one can then get the series restudied and word cleared and restudied and it will be found that Evaluations are much easier to do and much more rapidly done,

L. RON HUBBARD
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HCO POLICY LETTER OF 25 MAY 1973

Remimeo

Data Series 27

SUPPLEMENTARY EVALUATIONS

(*Rate all Evaluators)

If one knows how to evaluate an existing scene correctly (which means by the purest and most exacting application of the Data Series) and still does not achieve an improvement toward the Ideal Scene, several things may be the reason.

First amongst these is of course poor evaluation. Second would be a considerable disagreement in the evaluated scene with the WHY, especially if it is interpreted as condemnatory. Third would be a failure to obtain actual compliance with the targets in the evaluation. Fourth would be interference points or areas which, although affecting the scene being evaluated, are not looked at in relationship to it.

In any scene being evaluated, there are two areas which are not likely to get much attention from the evaluator as they may not be remarked on in any of the reports or data being used in his evaluation. These two types of area are (1) LOCAL ENVIRONMENT and (2) RELAY POINTS AND LINES BETWEEN POLICY AND ORDER SOURCE AND THE SCENE ITSELF.

These two areas may be looked at as (1) the plane upon which the scene exists and (2) the upper stages of authority under which the scene reacts.

THE LOCAL ENVIRONMENT

The surrounding area to the scene being evaluated in the matter of a person would be the general third dynamic or other dynamic in which he or she lives his day to day life and which influences the person and therefore influences his hat or post. The search for the WHY which exactly causes Joe or Joanna to fail to hold post or wear a hat and which when handled will greatly better Joe or Joanna may well be their reactions to environments at their level and which may be or may not be there with them. Family or distant friends, not visible to an evaluator, or the work environment or on the job friends of Joe or Joanna may greatly influence Joe or Joanna.

This might prove too inviting for the evaluator to blame environment for the state of the existing scene and a caution would have to be introduced: that any WHY must lead to a bettered scene and must not just explain it.

EVAL BY RELAY PTS.

Thus, in such a problem it should be understood that one has TWO existing scenes, one the person and two his environment; that they interrelate does not make them just one scene. Thus two evaluations about Joe or Joanna are possible, each with its program. To go about it otherwise is likely to prove as unsuccessful as the original evaluation of the person. Life and orders are reaching Joe or Joanna through relay points which are not ordinarily taken into consideration. Thus those areas should be separately evaluated. Usually, in the case of a person, something would have to be done to those areas, on the same plane as the person, by the person himself. So the program might include what the person himself could do about them.

The local environment of a material object, such as a machine or an office or a vehicle, may also be evaluated as well as the machine or the office or vehicle itself.

In short, there are relay points of difficulties that produce situations, on the same plane as the person or thing being evaluated. And these make **ADDITIONAL** evaluations possible and often profitable to the evaluator in terms of bettered ideal scenes. Yet at first glance, or using only the usual reports, it may seem that there is only one situation such as the person himself.

Completely in the interests of justice, it is unfair to put down a target in some greater area situation like "Remove Joe". It may well be that stats did go down when Joe was appointed to a post. Well, that may be perfectly true. But by only then evaluating Joe and not the greater zone of Joe's *personal* scenes, one may very well come up with a very wrong and abrupt and unjust target. WHO in other words, when found, may not solve the scene at all even when one only targets it as "specially train" or "audit" without removal. There may be another scene that is having an effect on Joe which, if not evaluated properly with a proper program of its own, will make nonsense out of any program about Joe himself related only to his post or position. Another scene may be relaying fatality to Joe which if unhandled will unsuit him to any other post of any other kind.

Thus Joe and Joanna would have, each of them, TWO or more full evaluations possible. What the person is failing at or not doing on the job may have a plain enough WHY that can be corrected by programming and moved to an ideal scene or at least toward it. What is hitting the person at an environmental or familial or social level might be an entirely different situation, requiring its own evaluation, with a proper WHY and program for Joe or Joanna to carry out themselves or even with some help from others.

In a broader case, we have, let us say, an organization or division that is in a situation. One, of course, can evaluate it as itself, finding a proper WHY and a nice bright idea and a program. And one can also do a second evaluation of the local environment. This might be the society or an adjacent division or even another organization. And this will require the location of a situation and finding its WHY and working out a program to handle that can be done by the org or the division itself or with help from outside.

The local environment outside the scene being evaluated is then a proper subject for another evaluation.

It is a serious error to only evaluate the local environment as all too often the person or org or division will insist that that is the ONLY situation and also that it is totally beyond any remedy by their own actions. Thus, if the evaluator is going to evaluate the local environment of a subject that is in a situation, he does it AFTER he has evaluated the subject on its own ground totally.

EVALUATION OF ECHELONS

On any command or communication channel there are always a certain number of points extending from source through relay points down to the final receipt or action point. These may be very numerous. Some may be beyond the authority of any evaluator. But each is capable of having ITS OWN SITUATION that will cause an evaluation of the receipt or action point to fail.

These can be called "echelons" or step-like formations. The receipt or action point that is to comply finally with the program may be the subject of hidden sources of effect in the relay points of any program or order.

Thus, as in the case of a dangerous decline of some activity somewhere, an evaluator has several evaluations possible and probably necessary.

It would be, by experience, a severe error to try to evaluate all these different scenes (such as many echelons each in a different area) in one evaluation and find a WHY for the lot as one is attempting to find a single WHY for several different scenes in different places which violates the strict purity of evaluation procedure.

One may find the exact and correct WHY for the point of action and do a splendid program only to find that somehow it didn't come off or didn't last. Yet it was the right WHY for that scene. Hidden from view is the influence on that scene from one or more upper echelons which have, themselves, an individual situation and need their own WHY and their own program. Only then can the influence on the action point be beneficial in its entirety.

There is a system by which this is done.

- I One recognizes that there is a situation in an area which has not responded well to previous evaluation or has not maintained any benefit received very long.
2. One realizes that there are several echelons above the point being evaluated.
3. One draws these points without omission. This makes a sort of graph or command chart. It includes every command or comm relay point above the level of the point being evaluated.
4. The points, if any, BELOW the point under consideration as in I above are then added to the chart below it.
5. One now undertakes a brief study of EACH of these points above and below to see if any have a situation of its own that could influence the success or failure of the original point evaluated as in I above.
6. One does a full separate evaluation of each of these echelon points where any situation seems to exist. Each of the evaluations done must have its own local situation, WHY and program. Care is taken not to evaluate "nosituations". Care is also taken to keep this SERIES of evaluations consistent with the main idea of remedying I above.
7. The evaluations are released as a series and executed as feasible.

In doing such a series, brand new data may leap out as to the inter-relationship of all these. relay points and this may bring about a recommendation for a change of organization requiring new policy. But this would be another evaluation entirely as it is in effect an evaluation of basic organizational policy and may even require that tech be issued or withdrawn.

Take a case where the area which has not bettered or sustained a betterment has in actual fact two echelons below it and six above. The area, let us say, is a continental management office of an international hotel chain. Below it are its state offices and below that the hotels on that continent. Above it is the International comm relay center, the International headquarters executive at International headquarters for that continent, above that the International management organization, above that the chief executive of the International management organization, above that the advisors to the board and above that the board itself.

By drawing these out as a series. of echelons one sees that there is potentially a series of eight evaluations in addition to the main evaluation of that continental office which is where the situation originally was. By scanning over all these eight other influencing areas, one may find one or more of them which have situations of real influence on the original evaluation subject.

One then evaluates separately and handles separately WHILE STILL GOING ON HANDLING THE ORIGINAL SUBJECT.

One can then also do the local environment evaluation of the original subject if there seems to be a situation there.

No evaluation is done where there is no situation. But one should assert in a covering note to the series that there are no known situations in the remaining points.

Doing a series of evaluations and local environment evaluations can be extremely fruitful only so long as one realizes that they comprise separate situations which only by their influence are preventing an ideal scene from being achieved in the original area where betterment cannot be attained or maintained.

Supplementary evaluations, when necessary and when done, can rescue a long series of apparently fruitless evaluations of a subject and move the evaluator himself toward a more ideal and happier scene of success.

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Rernimeo

ISSUE IR
REVISED 22 JUNE 1975
Data Series 28R

(D.S. 28 is cancelled because it could be misinterpreted & I did not authorize its release. The data contained in it would have been written by me as a P/L had I considered them vital to Evaluation.)

CHECKING EVALS

In checking over the evaluations of others, there is no substitute for following the hard and fast rule of insisting upon:

- (a) Purity of evaluation.
- (b) Consistency.
- (c) Workability.
- (d) Authenticity of the data.

There are no small rules. To quote one of these "The Situation is the direct opposite of the Ideal Scene." This is not necessarily true and is not a precise definition. A Situation is the most major departure from the Ideal Scene. That's purity by definition.

A Why is not necessarily opposite to an Ideal Scene. But it is of the same order of thing.

Example: Stat of Income Divided by Staff sunk to 150.

Ideal Scene: Staff producing under competent management.

Sit: Execs not coming to work.

Why: The ED has forbidden any exec to be paid.

If you look this over it is consistent. But it is not reversals or opposites.

The stat found the area, the Ideal Scene was easy. Search of data found the Sit as the biggest departure. Further search found the Why. Further search and knowledge of the existing scene would get a Bright Idea (which would *not* be sacking the ED who is probably the only one coming to work, but more likely getting the ED and execs into a hello-okay session and resolve their hates and ordering execs be paid at once).

THE COMMON BUG

(Orders of Day Item 24 Feb 75)

"I found that getting the Sit was a common bug. Evidently people don't do a real Stat Analysis and get an Ideal Scene, look for its furthest departure and get the Sit and then look for data and find the Why.

"There are many ways to go about it but the above is easy, simple and foolproof-

"It would look like this on a worksheet:

"GDS Analysis to find the area and a conditional guess

"Ideal Scene for that area.

"Biggest Depart from it for the SITUATION.

"Stats	Why	IdealScene
Data	Ethics Why	Handling
Outpoint Counts	WHO	Bright Idea.

"If you're very good your GDS Analysis will get confirmed by data.

"The real Why opens the door to handling.

"And you can handle.

"This doesn't change eval form. It's just a working model.

"All good evals are very consistent-all on same railroad track. Not pies, sea lions, space ships. But pies, apples, flour, sugar, stoves.

"I think evaluators get dispersed and Q and A with data, lacking any guideline. And so take a near forever.

"Last one I did, the GDS Analysis gave the whole scene and then it got confirmed, all on the same outline as above. That org is still booming!

"It took 6 1/2 hours, *including* doing the majority of the targets!

"It doesn't take days or weeks, much less months!

"It takes hours."

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Issue I

Remimeo

Data Series 29

OUTPOINTS, MORE

I recently surveyed a number of possible new outpoints. Almost all of them were simply the basic outpoints in a different guise and needed no special category.

However, two new outpoints did emerge that are in addition to the basic number.

The new outpoints are:

ADDED TIME. In this outpoint we have the reverse of dropped time. In added time we have, as the most common example, something taking longer than it possibly could. To this degree it is a version of conflicting data = something takes 3 weeks to do but it is reported as taking six months. But added time must be called to attention as an outpoint in its own right for there is a tendency to be reasonable about it and not see that it IS an outpoint in itself.

In its most severe sense, added time becomes a very serious outpoint when, for example, two or more events occur at the same moment involving, let us say, the same person who could not have experienced both. Time had to be ADDED to the physical universe for the data to be true. Like this: "I left for Saigon at midnight on April 21st 1962 by ship from San Francisco." "I took over my duties at San Francisco on April 30th 1962." Here we have to add time to the physical universe for both events to occur as a ship would take two or three weeks to get from San Francisco to "Saigon".

Another instance, a true occurrence and better example of added time happened when I once sent a checklist of actions it would take a month to complete to a junior executive and received compliance in full in the next return mail. The checklist was in her hands only one day! She would have had to add 29 days to the physical universe for the compliance report to be true. This is also dropped time on her part.

ADDED IN-APPLICABLE DA TA. Just plain added data does not necessarily constitute an outpoint. It may be someone being thorough. But when the data is in no way applicable to the scene or situation and is added it is a definite outpoint.

Example: Long, long reams of data on an eval write-up, none of which is giving any clue to the outpoints on the scene. By actual survey it was found that the person doing it did not know any why (not having used outpoints to find it) and was just stalling.

Often added data is put there to cover up neglect of duty or mask a real situation. It certainly means the person is obscuring something.

Usually added data also contains other types of outpoints like wrong target or added time.

In using this outpoint be very sure you also understand the word *in-applicable* and see that it is only an outpoint if the data itself does not apply to the subject at hand.

There is more about another already named outpoint ~

WRONG SOURCE. This is the opposite direction from wrong *target*.

An example would be a president of the United States in 1973 using the opinions and congratulations of Soviet leaders to make his point with American voters.

A more common version of this, not unknown in Intelligence Report grading for probability, would be a Farmer in Iowa reporting a Mexican battleship on Mud Creek. The Farmer would be a wrong source for accurate naval reports.

A private taking an order from a sergeant that countermands an order he had from a lieutenant would be an example of wrong source.

What is sometimes called a "Hey You" "organization" is one that takes orders from anyone = a repeating outpoint of wrong source.

There are many examples of this outpoint. It must be included as a very important outpoint on its own. It produces a chaos of illogical ideas and actions when present.

PLUS POINTS

CORRECT TIME or the expected time period is a plus point.

ADEQUATE DATA is a plus point.

APPLICABLE DATA is a plus point.

CORRECT SOURCE is a plus point,

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Issue 11

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Data Series 30

SITUATION FINDING

There is an iron bound rule in handling things:

WHERE YOU FIND OUTPOINTS YOU WILL
THERE ALSO FIND A SITUATION.

If several outpoints come to view in any scene (or even one), if you look further you will find a situation.

There is not any real art to finding situations if you can see outpoints.

The sequence is simple. (1) You see some outpoints in a scene, (2) You investigate and "pull a few strings" (meaning follow down a chain of outpoints) and (3) You will find a situation and (4) Then you can evaluate.

Statistics are leaders in pointing the way. They should be X, they are not X. That is conflicting data. Behind that you will find a situation.

If anyone has any trouble finding situations then one of three things is true (a) he cannot recognize outpoints when he sees them, (b) he does not have any concept of the ideal scene or want it or (c) he does not know how to pull strings, which is to say ask for or look for data.

On the positive side, to find situations one has to (A) Be able to recognize outpoints, (B) Has to have some idea of an ideal scene and want it and (C) Has to be able to "pull strings".

Evaluation is very much simpler when you realize that the art lies in finding situations. To then find a Why is of course only a matter of counting outpoints and recognizing what (that can be handled) is retarding the achievement of a more ideal scene.

REASONABLENESS

One often wonders why people are so "reasonable" about intolerable and illogical situations.

The answer is very simple: they cannot recognize outpoints when they see them and so try to make everything seem logical.

The ability to actually see an outpoint for what it is, in itself is an ability to attain some peace of mind. For one can realize it is what it is, an outpoint. It is not a matter for Human Emotion and Reaction. It is a pointer toward a situation.

The moment you can see this you will be able to handle life a lot better.

The human reaction is to REACT! to an outpoint. And then get "reasonable" and adopt some explanation for it, usually untrue.

You can safely say that "being reasonable" is a symptom of being unable to recognize outpoints for what they are and use them to discover actual situations.

NATIVE THINK

It may come as a surprise or no surprise at all that the ability to evaluate as given in this Data Series is not necessarily native to a being.

In a native state a being detests illogic and rejects it. He seldom uses it for any other purposes than humor or showing up a rival in debate as a fool or using it in justice or a court of law to prove the other side wrong or guilty.

A being is dedicated to being logical and he does, usually, a wonderful job of it.

But when he encounters illogic he often feels angry or frustrated or helpless.

He has not, so far as I know, ever used illogic as a systematic tool for thinking.

Certain obsolete efforts to describe man's thinking processes stressed "Associative thought" and various other mechanisms to prove man a fully logical "animal". The moment they tried to deal with illogic they assigned it to aberration and sought drugs, tortures or executions that would "cure it". None of them ever thought of *using* illogic as a tool of rational thinking! Thus they did not advance anyone's intelligence and conceived intelligence as unchangeable and fixed.

The only Greek School of philosophy that dealt with illogic was the Sophist school. But even they had no real idea of the illogic. They were employed by politicians to make their political acts seem *reasonable!*

Even humorists have no real idea of illogic. Reading their ideas of the theory of humor shows them to be off the mark. They don't really know what is "funny".

Laughter is rejection, actually.

And humor you will find usually deals with one or another outpoint put in such a way that the reader or audience can reject it.

The groan of most humorists is that too often their hearers go reasonable on them. PAT: "Who was that hobo I saw you with last night?" MIKE: "That wasn't no oboe, that was my fife." LISTENER (puzzled): "But maybe it was a very slender hobo."

The tendency of a being is to try to keep it reasonable, logical, rational. And that is of course a very praiseworthy impulse or all life's endeavors might unhinge.

The fear of being illogical is a secret fear of being crazy or insane. (Not an idle fear when psychiatry was roaming around loose.) Or at the least being thought a fool or dullard or at the very very least, unworldly and uneducated.

To evaluate and be a fine evaluator is to be able to prevent a slump toward a painful collapse. And to be able to steer the way from the non-ideal present to the ideal future.

A person who feels queasy about his sanity really doesn't dare look at outpoints or confront and use illogic. Yet it is the way to full sanity itself.

The ability to evaluate puts one at cause over both the mad and ideal. It places a being at a height it is unlikely he has ever before enjoyed in the realm of commanding the situations of life.

Evaluation is a new way to think.

It is very worthwhile to acquire such an ability as it is doubtful if it ever before has been achieved.

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Issue I

CORRECTED & REISSUED 17 MAY 1974

Remimeo

Data Series 31

FINAL TARGETS

The first, foremost and most usual reason evaluations fail is because the programs to handle are not done.

The evaluator, with all the study for an Ideal Scene, the exhaustive search for data and the collection and count of outpoints and pluspoints, with the discovery thereafter of the right why and the brightest of ideas to handle may yet be totally defeated by the simple fact that no one ever chases up the target execution and gets the program really and honestly DONE.

He can even have someone who is responsible for getting his program executed only to find they are themselves issuing additional or even contrary orders. Or even issuing whole new programs which have no relation to evaluation at all.

Circumstances have been found where a person with the duty of getting targets done was so deficient in the ability to confront that he accepted any excuse at all and was even pushed over into other subjects. The remedy for this of course is HCO B 21 Nov 73, "The Cure of Q & A, Man's Deadliest Disease".

It can be so bad that persons entrusted with target execution *did not even speak to or approach any person who had a target to do* while not reporting at all or reporting marvelous progress with the program!

So, sad to have to relate, it is not enough to be a fantastic and able evaluator. If the program is never truly done, the evaluation is merely a mental exercise.

The ability to supervise and obtain cooperation and execution is mandatory for the skill of any evaluator.

HCO P/L I Sept 73, "Admin Know-How No. 30" and HCO P/L 15 Oct 73, Admin Know-How Series 31, "Administrative Skill", give the evaluator some of the additional data he needs to obtain execution of his programs.

One can say right here that the thought, "Oh well, I'm just a sort of technician here and it's really not up to me to RUN things. I just evaluate and it's up to 'them' to see that they carry it out," is very likely to occur.

But if one's repute as an evaluator is to be established, it will come about because:

THE EXISTING SCENE MOVED UP MARKEDLY TOWARD OR BECAME THE IDEAL SCENE.

If that does not occur, then seniors or workers don't blame the supervisors or communicators. They blame the evaluator. "Oh him! He evaluated the building situation and look, the whole situation went to hell."

No justice at all. The data and why and all the rest were quite right. The on paper evaluation was perfect. It would have "handled the hell" out of it. But lamentably the program just was never done. Altered or falsely reported or untouched, the targets just weren't done.

So the test of an evaluation is:

DID IT MOVE THE EXISTING SCENE TOWARD OR ATTAIN THE IDEAL SCENE?

And that cannot occur without the program being fully and totally and correctly *done*.

See also HCO P/L 26 Jan 72, "Not Dones, Half Dones and Backlogs" for more data on this.

Thus it is VITAL that four final targets exist on *every* evaluation.

These are:

(Fourth from last number of the evaluation program.) 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.

(Third from last number of the evaluation program.) 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.

(Second from last number of the evaluation program.) 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.

(Last numbered target of the evaluation program.) 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:

EVALUATOR.

This signifies the conclusion of the evaluation,

(Note: The last four targets may be made available on a mimeograph sheet for the use of an evaluator in ending off his evaluation.)

By using this program ending it is abundantly clear to all those concerned with the evaluation including the evaluator that:

THE PROGRAM AND ITS SUCCESSFUL EXECUTION ARE AN INTEGRAL PART OF AN EVALUATION.

Unless the program is fully, truthfully and successtully done, an evaluation alone cannot remedy any situation and the Ideal Scene will not be attained.

The reason for and the final objective of any evaluation is the approach toward or attainment of the IDEAL SCENE.

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[Note: The 17 May '74 reissue corrected a typographical error in the original mirneo.]

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Data Series 31 Addition

FINAL TARGET ATTACHMENT

To save the evaluator writing the final targets longhand this sheet is provided. It can be filled in with the proper numbers and data, inapplicable lines crossed out and this sheet stapled to the end of any Eval.

(Fourth from last number of the evaluation program.) 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.

(Third from last number of the evaluation program.) 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.

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EVALUATOR.

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Data Series 32

TARGET TROUBLES

TARGETS JUNIOR TO POLICY

A target given on an evaluation may not set aside management policy or technical releases.

Where such a target is written or misused to supplant policy a great deal of trouble can follow.

Example: Org policy in authorized issues states that accounts for the week must be finalized at 2:00 p.m. Thursday. Someone writes an evaluation and puts a target in it to end the week on Sunday. People doing the target actions change to Sunday. 'Ibis is out of phase with all other actions and chaos results.

People tend to take orders from anyone and anything in a poorly organized area.

When they use evaluation or project targets instead of policy the whole structure may begin to cave in.

NO EVAL TGT IS SENIOR TO OFFICIAL ISSUES AND WHERE THESE CONFLICT THE TARGET HAS THE JUNIOR POSITION.

The only way a target can change policy is to propose that such and such a policy be officially reviewed on proper channels or that a new policy be written and passed upon properly by those in actual authority.

Someone attempting to do a target who finds that it conflicts with policy or official technical releases and yet goes on and does the target is of course actionable.

TARGETS OUT OF CONTEXT

CONTEXT: "The Interrelated Conditions in which something exists or occurs."

OUT OF# CONTEXT: Something written or done without relation to the principal meaning of a work.

Targets must be written within the meaning of the whole evaluation.

Example: The evaluation is about pie. There is a target that says to polish shoes just because the evaluator happened to think of it and squeezed it into the program. A program written to increase pies winds up with the ideal scene of polished shoes. No pies get increased so the evaluation fails.

Targets must be DONE within the *Context* of the evaluation.

Example: An evaluation is done to increase central office collections. It calls for another evaluation to be done on a statistic. The person doing that target reduces the number of items collected upon and crashes central office collections.

The person **DID NOT READ OR UNDERSTAND THE WHOLE EVALUATION** before he did the target and so did it in a way that accidentally defeats the Ideal Scene.

Example: An evaluation is done to fill up a big hotel of 450 guest capacity. One of its targets calls for project orders sending a team to the hotel. The person who writes the project orders does not look at the evaluation or the hotel plans and specifies 30 guests must be gotten! The evaluation is defeated.

FALSELY EVALUATING

A person who evaluates a situation without chasing up all the data or even looking at the data in his files can bring about a false evaluation.

Example: A person has come back into an organization at a high level. The place crashes. The evaluator does not examine personnel changes at the time of the crash and comes up with "too many football games" as his why and the evaluation fails.

FALSE DONES

False reports that a target has been done when it has not been touched or has been half done at best is actionable in that he is defeating not only the evaluation but the organization.

Example: The evaluator has an Ideal Scene of Repaired Machines that will increase production. The mechanic reports all machines repaired now when he has not even touched them. The evaluator sees production remains low, looks around for a new why. But his why is falsely reported dones on his accurate eval!

PERSONAL CONTACT

Targets seldom get done without personal contact.

Evaluations should carry the name or post of the person who is overall responsible for the completion of the program.

Sitting at a desk while one is trying to get people to do targets has yet to accomplish very much. One can have messengers or communicators or Flag Representatives getting the targets done but these in turn must depend upon personal contact.

A person assigned responsibility for getting a whole program done is not likely to accomplish much without personal contact being made.

This can be done on a via. Mr. A in Location A remote from Mr. C in Location C can get a target done reliably only if he has a Mr. B in that area whose sole duty it is to personally contact Mr. C and have Mr. C get on with it despite all reasons why not. That is how targets get done. That is also how they can be reviewed.

Target troubles are many unless the program is under direct contact Supervision. Even then targets get "bugged" (stalled). But the evaluator can find out why if personal contact is made and the target can be pushed through.

SUCCESS

Therefore the success of an evaluation in attaining an Ideal Scene depends in no small measure on:

- I Both evaluator and target executor realizing policy and technical materials are senior to targets in programs and that targets do not set senior policy aside. One of the best ways to prevent this is to know and refer to policy and technical issues in targets.

2. Targets must be written in context with the evaluation and done in context with the Ideal Scene. The best way to achieve this in writing an eval's targets is to make them consistent with the Why and Ideal Scene. The best way to be sure that targets will be DONE in context is to require that anyone doing a target must first read the whole evaluation (and be word cleared on it) before he does his target so that he does his target in a way to improve the existing scene in the eval not some other scene.
3. To prevent false evaluation one may require that the evaluator attests that all pertinent data and statistics have been examined and to discipline such failures whenever an evaluation fails.
4. To prevent False Dones one must review the evidence of dones and statistics after the program is complete and discipline all falsely reporting persons and reassign the targets or in any way possible get them actually done.
5. The way to get a whole program done, target by target, is through Personal Contact. Supervise it by personal contact with those assigned the targets. Or use a communicator or messenger. Where the people doing the targets are remote from the evaluator one must have someone there to do the personal contact. And be sure THAT person isn't just sitting at a desk but is actually doing personal contact on targets. Thus all evaluations, on the issue itself or by organizational pattern should have someone who can personally contact people getting the targets done fully and completely.

If these points about evaluations and their programs are understood, one can and only then can move things toward the Ideal Scene.

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Remimeo

Data Series 33

EVALUATION, CRITICISM OF

There are six duties of a person who is responsible for passing evaluations:

- 1 To see that the evaluation is correct and that it can accomplish or approach the Ideal Scene.
2. That those doing evaluations, by the process of the criticism itself, become trained and better evaluators.
3. That persons doing evaluations become correctly and well trained by the process of training, cramming and, as needed, ethics.
4. To see that evaluations do occur on existing situations.
5. To see that unevaluated situations do not exist, and
6. To make sure that the Data Series is used to its full potential.

When an evaluation is rejected, care must be taken that the criticism is correct and not capricious.

If one gives out-tech criticisms of evaluations, no evaluator will really ever learn evaluation. He will just become confused and desperate. The quality of evaluations will deteriorate and the Data Series potential will be defeated.

Therefore the only criteria that may be used in calling attention to outnesses in an eval, a requested rewrite or correction are:

- A. Purity of form. (All parts of an eval included.)
- B. Verification of stats.
- C. Date Coincidence correct and proven on graphs, using all graphs that have to do with the situation.
- D. GDS Analysis supporting the eval (Stat Management P/Ls apply).
- E. Exactly offered data not borne out by an inspection of files.
- F. No situation.
- G. Insufficiently broad situation.
- H. Inconsistent - Policy - Situation - Stats - Data - Why - Ideal Scene -Handling - Tgts, not on same subject. The inconsistency must be precisely pointed out.
1. Outpoints in the eval itself-such as in bright idea or handling, etc. The outpoint must be precisely noted and named. This does not include outpoints in the data section which are the outpoints on which the eval is based.

- J. Not all pertinent or available data applicable or needed was examined by the evaluator. The excluded data must be exactly stated as to what it is and where found. Not looking at all applicable or important data makes it a partial eval.
- K. Wrong Why.
- L. Weak Handling.
- M. Handling does not include targets to handle directly or indirectly the more serious outnesses found in the data mentioned.
- N. Absence of Ethics handling on serious ethics matters found.
- O. No method of implementing the evaluation or maintaining the scene and getting its targets done. Such as a broken line between evaluator and scene or omitted terminals.
- P. Sequence of handling incorrect or omitted. A production target must come first. Errors of solid organize for many early consecutive targets without production in them, no organizing at all are flunks.
- Q. Vague generalities in postings which do not name the new person or the person to replace the person being moved up.
- R. Musical chairs.
- S. No resources or ways to get them or non-utilization of known resources or excessive use of resources for no real gain.
- T. Off-policy orders or orders that set policy.
- U. No target or targets to get in the policies mentioned under "Policy".
- V. Unreadable or illegible presentation of the eval for criticism or review.
- W. Failure to return eval promptly with corrections.

If the reviewer, corrector or critic of evaluations does the above AND NOTHING ELSE he will be rewarded with better and better evaluations, less and less time spent correcting, more and more gain by use of the Data Series and a happier and more productive scene entirely.

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HCO POLICY LETTER OF 18 JULY 1974

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Data Series 34

SITUATION CORRECTION

I have just reviewed a number of attempted evaluations and was struck by the similarity of errors in them. None of these evaluations would have reached any ideal scene or even improved the existing scene.

The real reason for this is that the majority of them had a highly generalized situation such as "Bidawee Biscuit Company Failing" or "Stats down from last year." They then proceeded on a data trail and got a "why."

In these cases the why they found was actually the situation!

Each of them had failed to use the data trail to find the situation. They were using the data trail to find a why!

The evals then had no why.

The handling was just a bunch of orders that were in fact unevaluated orders since no real why had been found.

Like in playing a game these evaluators had started 50 feet back of the starting line and when they got to the starting line (the situation) they assumed it was the finish.

If you look at an "evaluation" that has a generalized "situation" like "Continental products getting fewer" you will find in a lot of cases (not always accurately) that what was put down as the "why" was in fact the situation. This left the "eval" without a why. Thus the Ideal Scene would be wrong and the handling ineffective.

Example: (not in form) "Situation: Gus Restaurant failing." "Data: Customers refusing food, etc, etc." "Why: The food isn't good." "Ideal Scene: A successful Gus Restaurant." "Handling: Force Gus to serve better food, etc, etc." That isn't an eval. That is an observation that if Gus Restaurant is to survive it better get evaluated. It is being eveled because it *isn't* surviving. Now look at this: The data trail led to "The food isn't good." *That's* a situation. *Why* isn't it good enough? Well it turns out the cook got 15% commission from the store for buying bad food at high prices. And Gus didn't know this. So bang, we handle. Gus Restaurant achieves Ideal Scene of "Gus Restaurant serving magnificent chow."

In this example if you used the situation for a why the who would probably be Gus!

The data trail of outpoints from a highly general "situation" (that is only an observation like failing stats) will lead one to the situation and *then* a closer look (also by outpoints) will lead one to the real why and permit fast handling.

DATA TRAIL

People can get too fixated on the history of something. They can call this a "Data rail. Well, all right, if it's a trail of outpoints.

But significances of history have little to do with evaluation.

Let us say you see the Machine Division is failing.

Now if you simply take masses of data about it and just start turning over 10 or 12 sheets at a time looking for outpoints only and keep a tally of what they are and to whom they belong, you will wind up with your situation area and probably your situation without reading any significances at all.

Now that you have your area and situation in it you can start really reading all about it and get that existing scene's data and its outpoints. And your why leaps at you.

SUBSTITUTION

You can't substitute stats for a situation or a situation for a why.

But substitution of one part of an eval for another is a common fault.

Substituting a general hope for the Ideal Scene you really would and could achieve makes a sort of failed feeling in an eval. "Gus Restaurant Being Best in Town" is nice but "Lots of customers very well fed so Gus Restaurant survives" is what you are trying to achieve. Aat can occur and will be reached if you find the real why.

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Data Series 35

EVAL CORRECTION

An evaluation submitted for an okay is only reviewed to the first major outness (see HCO P/L 3 July 74, Data Series 33) and is then returned for correction.

Only when no major correction is necessary does one then verify all data or go to an extensive review of the whole eval.

This makes the line very fast. It also saves a great deal of work by one and all.

If the Stats are incorrectly given, that's it. Reject. If the Why is really the Situation, that's it,

On the reject one gives the letter of Data Series 33 that is not correct and any reference to the Data Series that would seem helpful.

An evaluation corrector will see how well this rejection system works when you find that the eval, let us say, has no Situation on it, but only some Stats. Why verify anything as a whole new body of data may have to be found.

In correcting evals, if a Situation is given, I usually call for the main Stats of the unit being evaluated to see if these show any reason to handle it at all. I recently found an activity had had its chief removed when his Stats were in Power. The activity then crashed. And that was the Situation. It was made by an evaluator and an eval corrector not looking at the Stats!

If no error exists in Situation or Stats I read the eval down to Bright Idea and look especially at the Why, Ideal Scene and Handling to see if one would make the others.

If that's okay I look at the targets of Handling and the Resources.

If those are okay, I look at Data and Outpoints. If these are all okay, I then verify the Data.

But if at any of these steps I find an error, I then reject at once for immediate correction.

Often, by using only basic things to reject, the whole eval has to be redone as the basics are so far wrong.

If you try to correct the whole thing before rejecting or if you correct tiny little things instead of the big ones, the whole line slows.

Eval correction should be a fast, helpful line, strictly on policy, no opinion.

That way the job of correction becomes easier and easier.

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Data Series 36

ENVISIONING THE IDEAL SCENE

If one cannot envision the Ideal Scene, one is not likely to be able to *see* a Situation or get one.

A SITUATION IS THE MOST MAJOR DEPARTURE FROM THE IDEAL SCENE.

Thus:

ONE MUST BE ABLE TO ENVISION AN IDEAL SCENE TO FIND A SITUATION.

A lot of "Ideal Scenes" you see are just glib. An afterthought.

Some people know the proper scene so well they at once recognize that a departure from it has occurred, which is fine. But such people do not realize, when they are teaching evaluation or collecting evals, that others may not know the proper scene well enough to get an idea of what *the* Ideal Scene should be. Thus, a wrong target occurs. The teacher or corrector keeps putting attention on the incorrectness of the Situation given in the eval instead of noticing that the Ideal Scene is adrift.

An Ideal Scene is FUTURE.

When one is stuck on the time track it may seem pretty difficult to envision a *future*.

In politics this is called "reactionary" or "conservative". These mean any resistance to change even when it is an improvement. The bad old days seem to be the good old days to such people. Yet the old days will not come again. One has to make the new days good.

"Liberals", "Socialists" and such make great propaganda out of this. They inveigh against (criticize) conservatives and say the future must be reckoned with. And they hold up some often incredible future scene and say the way to it is by "revolution" or destroying everything that was.

Both viewpoints could be severely criticized. The conservative tries to stick on the time track with no reality on the fact that today will be yesterday in 24 hours. The super-liberal skips tomorrow entirely and goes up the track 5 or 10 years to a perfect state which can never exist or is falsely represented as possible.

In between these two viewpoints we have the *attainable*.

And we come to an Ideal Scene that is possible and will occur if the Why is right and Handling is correct and done.

Envisioning an attainable future requires some connection with reality.

There is no harm at all in dreaming wonderful dreams for the future. It's almost the bread of life.

But how about giving oneself a crashing failure by disconnecting from any reality?

Some laborers do this to themselves. Taking no steps to attain it, they daydream themselves as kings or some other grand identity. Well, all right. But that isn't an "Ideal Scene". That's a delusion engaged upon for self gratification in a dream world.

One can not only dream a *possible* Ideal Scene but he *can* attain it.

So an Ideal Scene is SOMETHING THAT CAN BE ATTAINED.

It should be quite real.

Some people setting unreal quotas are really setting some impossible Ideal Scene. "Complete this work in I hour!" to someone working hard on a job that will take 4 days is delusory. It is setting, without saying so, the Ideal Scene of having a worker who is really a magician! Well, maybe if he were audited and hatted he would be. But that's sure some Ideal Scene! The here and now is a guy sweating it out and trying. And that's an Ideal Scene that is missed!

And so are many Ideal Scenes missed. The offices neat and orderly might not even be imagined by someone who has seen them in a iness for two years. He may think that's the way they're supposed to be! And be quite incapable of envisioning the offices in any other condition!

Thus, if one cannot see the offices should be clean, he does not see that they are dirty and messy as a *Situation*. Thus when he is told the public won't come into the place, and even if he finds the place is full of old dirty junk, he can't evaluate it as a clean orderly place would not be envisioned by him. So he doesn't get "dirty place" as a valuable datum, doesn't get "A clean orderly place that is inviting to the public" as an Ideal Scene, doesn't get "Office so dirty the public won't go near it" as a Situation and so cannot find a Why to lack of public! And so as he didn't find Why it was so dirty and disorderly, it wouldn't handle. So there would be a failed eval.

Yet the teacher or evaluation corrector would not realize the person could not envision an Ideal Scene and so keep telling the person to find the Situation whereas the Ideal Scene was what was out.

You can get some very beautiful Ideal Scenes AND attain them-if you can evaluate!

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Data Series 37

WHYS OPEN THE DOOR

You can really understand a real Why if you realize this:

A REAL WHY OPENS THE DOOR TO HANDLING.

If you write down a Why, ask this question of it: "Does this open the door to Handling?"

If it does not, then it is a Wrong Why.

Backtracking to find how it is wrong, one examines the Ideal Scene and the Situation one already has.

The Outpoints should be checked. The completeness of Data should be checked. One may find he is in a wrong area of the scene.

Correct that, correct the Ideal Scene, correct the Situation and look for more Data.

With the Outpoints of more Data one can achieve the Real Why that will open the door to handling.

Quite often an "evaluator" "knows" the Why before he begins. This is fatal. Why evaluate?

Some of the most workable Whys I've ever found surprised me! So usually I also ask, did I know this? Am I surprised? The chances are, if I "knew" it already (and the Situation still exists) it is a wrong Why. And needs proper evaluation.

When you have a right Why, handling becomes simple. The more one has to beat his brains for a Bright Idea to handle, the more likely it is that he has a wrong Why.

So if you're not a bit surprised and if the Handling doesn't leap out at you THE WHY HAS NOT OPENED THE DOOR and is probably wrong.

I have seen evaluators take weeks to do an evaluation. In such cases they went on and on reading as they did not know how to find a real Why. Actually they did not know what one was.

By going through the total current files of an activity looking for outpoints just by randomly glancing at data sheets from all sources, you can find the AREA. Outpoints lead you straight to it.

An Ideal Scene for that smaller AREA is fairly easy to envision.

The type of Outpoint will generally give you how the departure is. One can then get the Situation.

By looking over (in detail now) the data of that smaller area and counting the Outpoints, one can find the Why.

The Why will be how come the Situation is such a departure from the Ideal Scene and WILL OPEN THE DOOR TO HANDLING.

If it doesn't, then review the whole thing, do the steps again. Don't just sit and sag!

Let's say we find Outpoints of Added Inapplicable Data in all reports. And they lead to Reception. The Ideal Scene of Reception is easy: Attractive pleasant atmosphere, welcoming in the public.

We find more detailed reports that the place is full of junk and filthy and we get our Situation, "Public repelled by filthy messy Reception".

Now why?

So back to the real data and we find the janitor never cleans it. Or anything else. The easy out is just sack the janitor (and leave the post empty). But that won't handle so we have no Why.

So we dig and dig and suddenly we find that the staff refer to the janitor in lowly and disrespectful terms: "Janitor has no status". Well, the Outpoints all say so. And it opens the door to a Handling.

So we handle by transferring the janitor org board position from Treasury where it went as he "looks after assets" to the Office of the President with the president's secretary as his direct senior.

We write up a program for clean offices.

Magic!

The offices get clean!

The public again comes in.

The Ideal Scene is attained.

(You may think this example is pretty unreal. But actually it once happened and worked!)

So a right Why opens the door to Handling.

If it doesn't, look harder.

THERE IS ALWAYS A REASON FOR THINGS.

And if your Ideal Scene and Situation are correct, you can find the real Why that opens the door.

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Data Series 38

PLUSPOINT LIST

The following is a list of PLUSPOINTS which are used in evaluation.

Needless to say, pluspoints are very important in evaluation as they show where LOGIC exists and where things are going right or likely to.

RELATED FACTS KNOWN. (All relevant facts known.)

EVENTS IN CORRECT SEQUENCE. (Events in actual sequence.) TIME NOTED. (Time is properly noted.)

DATA PROVEN FACTUAL. (Data must be factual, which is to say, true and valid.)

CORRECT RELATIVE IMPORTANCE. (The important and unimportant are correctly sorted out.)

EXPECTED TIME PERIOD. (Events occurring or done in the time one would reasonably expect them to be.)

ADEQUATE DATA. (No sectors of omitted data that would influence the situation.)

APPLICABLE DATA. (The data presented or available applies to the matter in hand and not something else.)

CORRECT SOURCE. (Not wrong Source.)

CORRECT TARGET. (Not going in some direction that would be wrong for the situation.)

DATA IN SAME CLASSIFICATION. (Data from two or more different classes of material not introduced as the same class.)

IDENTITIES ARE IDENTICAL. (Not similar or different.)

SIMILARITIES ARE SIMILAR. (Not identical or different.)

DIFFERENCES ARE DIFFERENT. (Not made to be identical or similar.)

The use of the word "Pluspoint" in an evaluation without saying what type of pluspoint it is is a deficiency in recognizing the different pluspoints as above. It would be like saying each outpoint is simply an outpoint without saying what outpoint it was. In doing evaluations to find why things got better so they can be repeated, it is vital to use the actual pluspoints by name as above. They can then be counted and handled as in the case of outpoints.

Pluspoints are after all, what make things go right.

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Data Series 39

WHO-WHERE FINDING

You may now and then see an eval that winds up with a *who*. Very rarely you also find one that winds up in a *where*. Sometimes you find an "evaluator" who only finds whos or wheres.

If this puzzles you when you see such "evals" or if you land in that situation yourself while evaluating, remember this:

AN "EVAL" THAT ONLY HAS A WHO OR A WHERE AS ITS WHY IS
INCOMPLETE.

What has happened is this: The "evaluator" does an outpoint count only for who or where. He does not then really investigate or dig up the real data on that who or where but lets it go at that. He says-WHY: Dept I not functioning. WHO: Director of Personnel. IDEAL SCENE: A functioning Dept 1. HANDLING: Shoot the Dir Personnel.

Such evals do NOT raise statistics. They do *not* work. Because they are not complete!

In *any* eval you have to do an outpoint count to find where or who to investigate. This prior outpoint count does not appear, always, on the eval form. It's just where to look.

Having gotten the who or where you NOW do a full read out, lift the rocks, pry into the cracks and find the why.

It can even get worse. Having seen something wrong, one puts down a situation. He does a preliminary outpoint count for a where or who and *then* discovers a more basic or even worse situation. In other words his situation can change!

Example: No personnel being hired leads one to Dept 1, Personnel. So one writes the Situation: "No one being hired." Then one can easily dash off "Why: Dept I inactive. Ideal Scene: An active Dept I hiring personnel." And write up a Handling: "Hire people."

Great, easy as pie. *But* somehow six months later there are *still* no personnel! The reason is simple: the "evaluator" never went beyond the who-where. He put down a who-where as his why.

Real evaluation would go this way: Ist observed situation, "no personnel being hired." The who-where comes up as Dept 1. Now and only now do we have something to evaluate. So our *situation* has changed. It becomes "Dept I inactive." And we investigate and lo and behold there is no one in that whole division! Again we could go off too early. It is tempting to say "Why: No one in it!" And say "Handling: Put somebody in it!"

But actually "No one in it" is just data! Certainly the execs who should be screaming for personnel know there is no one in Dept 1. After all, they get cob webs on their faces every time they pass the door! So it is just an outpoint, not a why as it does not securely lead to solution. So we look further. We find seven previous orders to put on a Director of Personnel! The writers of these orders are not the whos but who they were given to are elected. That's seven non-compliances by the Executive in Charge of Organizing! And this turns out to be Joe Schmoe. Now we have a *who*. So what's with this Joe Schmoe? So we go to anything connected with Schmoe and we

locate Board of Directors minutes of meetings and herein he has been stating for 2 years repeatedly that "The organization only makes so much money anyway so if we hire anybody to deliver service we might go broke." As the organization has been going broke for those two years and the last Dir Personnel was fired two years ago we now also have our DATE COINCIDENCE. But this is still just an outpoint -contrary facts, as one has to deliver to stay solvent. So we look up Joe Schmoe even further and we find he is also the Chief Stockholder in a rival company! So here is our Why: "Organization being suppressed by the Chief Stockholder in the company's rival." "Who: Joe Schmoe. Ideal Scene: Organization hiring personnel needed to deliver." Now for the handling. Well, Joe Schmoe could mess things up further if we just fired him. So we better know what we're doing. We have found our organization controls the tin Joe Schmoe's company needs for its cans. So we shut off the tin supply and when Schmoe's stock falls we buy it up, merge the companies and fire Joe. Or so a businessman would do. THAT handles it!

Shallow evals that stop with a who-where on the first inspection don't succeed. Outpoints are usually aberrated and the people there around them usually handle things unless they have depth of mystery.

You have to have a who-where to *begin* your investigation. Once you find your who or your area, *now* the outpoints begin to count.

Very few situations in actual fact are caused by active whos. Usually it is inactive whos, confronted with situations they have not grasped and don't see any way through.

A classic case was a situation that did not resolve for over a year until *very* close investigation discovered a statistic was wrongly worked out and which targeted an area in the wrong direction. One could have shot "whos" by the dozen without ever solving it!

So when you see a who-where as a why, you know one thing: the eval is incomplete.

You can cure someone doing this chronically by making him first list the outpoints that show who-where to look. And then make him go on with the evaluation outpoints that lead to a why, giving two counts of outpoints. The light will dawn.

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Remirneo
Evaluators
DSEC Students
Execs
Flag Bureaux
FOLOs

Data Series 40

THE IDEAL ORG

(First appeared as LRH ED 102 INT,
20 May 70, referring to Evaluation.)

The ideal org would be an activity where people came to achieve freedom and where they had confidence they would attain it.

It would have enough space in which to train, process and administrate without crowding.

It would be located where the public could identify and find it.

It would be busy looking, with staff in motion not standing about.

It would be clean and attractive enough not to repel its public.

Its files and papers, baskets and lines would be in good order.

The Org Board would be up to date and where the public could see who and what was where and which the staff would use for routing and action.

A heavy outflow of letters and mailings would be pouring out.

Answers would be pouring in.

Auditors would be auditing in Div IV HGC and Qual would be rather empty.

Supervisors would be training students interestedly and 2 way comming all slows.

The HCO Area Sec would have hats for everyone. And checked out on everyone.

There would be a pool of people in training to take over new Admin and Tech posts.

The staff would be well paid because they were productive.

The Public Divisions would be buzzing with effective action and new people and furnishing a torrent of new names to CF.

The pcs would be getting full grades to ability attained for each, not 8 minutes from 0 to IV, but more like 30 processes. And they would be leaving with high praises.

The students would be graduating all on fire to audit.

One could look at this ideal org and know that this was the place a new civilization was being established for this planet.

The thousand or more actions that made it up would dovetail smoothly one with another.

And the PR Area Control would be such that no one would dream of threatening it.

Such an ideal org would be built by taking what one has and step by step building and smoothing, grooving in and handling each of its functions, with each of its divisions doing more and more of its full job better and better.

The business is always there-the skill with which it is handled and the results on pcs and students is the single important line which makes it possible to build the rest.

The ideal org is the image one builds toward. It is the product of the causative actions of many. Anything which is short of an ideal org is an outpoint that can be put right. The end product is not just an ideal org but a new civilization already on its way.

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HCO POLICY LETTER OF 13
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Div 6 Hats
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PR Series I

LIABILITIES OF PR

PR = Public Relations, a technique of communication of ideas.

A casual investigation of the activities and effects of "PR" as practised in the Ist 70 years of the 20th Century gives one ample data to regard "PR" with caution.

The subject is one which can be said to be dangerous in its incomplete stage of development or in the hands of inexpert or unscrupulous people.

Thus we have 3 major liabilities in PR usage:

1. It is an incomplete technology as developed and used up to 1970.
 - (a) The human mind was not a known field.
 - (b) Any early technology of the human mind was perverted by the University of Leipzig studies and animal fixations of a Prof. Wundt in 1879 who declared Man a soulless animal subject only to stimulusresponse mechanisms and without determinism.
 - (c) Further perversions entered upon the scene in the 1894 Libido Theory of Sigmund Freud attributing all reactions and behaviour to the sex urge.

PR is essentially a matter of reaching minds. Therefore the above four factors have given PR strange elements and bed fellows which have curtailed its development as a subject.

Naturally you'd have to know something of the mind to handle PR. Yet if a PR man is operating not only without knowledge of the mind but with a corrupt idea of it (as in Wundt or Freud) his use of PR technique can spread a fantastic amount of aberration into the society and can result in an aberrated society. PR men operating in the "mass media" (Press, Radio, Television, Magazines and in lobbying parliaments) push strange mental ideas.

2. Inexpert PR men can make a gruesome mess out of the subject and the society.
 - (a) Working with an incompletely developed subject, yet using the powerful communication systems of the society it is not only not unusual for the work of a PR to recoil on his own employers but is usual to bring them into decay.
3. PR lends itself to the use of unscrupulous persons and cliques.
 - (a) The extremists such as the Nazis and Stalinists saw in PR techniques the

means of subjugating their own people, perpetrating horrors and bringing their opponents into disrepute. Such extremist groups were enormously assisted by PR techniques.

- (b) Using PR technique to bring about disrepute of their imagined enemies unscrupulous persons have brought about an atmosphere of war, crime and insanity on the planet.

These are of course harsh words. But it is better to know all sides of a subject.

PR practitioners of course spread PR about PR. But the use of Black PR far exceeds its other uses in this year of 1970. Yet teachers of PR in the smoky cloister (smoke from marijuana) give us only the Sunday School version. According to them PR is a nicey-nicey way of *bringing good works to public notice* and that is their favorite definition. In actual fact 10 times as much PR work is done in getting rid of someone or something imagined to be dangerous to the PR's employer.

Bribing newspapermen and "free lance writers" to write horrible lies about a competitor, bribing or lying to Congressmen or ministers or members of Parliament to get a law passed to enable a fast buck to be made and countering the ploys of the other firm's PR men are the common duties of a working Public Relations employee.

This scene doesn't seem to be quite the same as PR as represented in the ivory skulls of its professors.

It's a PR world.

When you read the papers, books and watch the TV of the 20th Century it's not a very nice world. Well, that's PR at work.

The far right PRs against the far left. And in between more moderate groups PR both.

Every government department in England has a PR office. The beginning of the decline of the British Empire and the first British government "information office" are of similar date.

The unsavory history of PR, its use to perpetuate questionable interests and cause needless and murderous quarrels must be confronted as part of the study of PR.

It is not for no reason that PR men are often of pitiful morals and degenerate character.

The countless trillions of volts of radio and TV, the rivers of newsprint and pages tearing through presses, pour fantastic lies into the overwhelmed population of Earth,

The prevailing tone of dismay and contempt across the world is stimulated and kept alive by PRs.

So disabuse yourself of any idea of a pleasant scene in the field of PR.

Even if you are engaged in the promotion of the most worthwhile objects pushed by the most altruistic leader, PR work is done cheek by jowl with some pretty questionable characters whose objects are far from worthwhile and whose masters are about as altruistic as a rattlesnake.

Thus PR easily becomes a cynical activity. The PR deeds of the bad hats throw the field into disrepute and throw the whole world into a whirlpool of hate and decay.

So in entering or studying this field do not walk into it like a wide-eyed virgin making an incautious visit to a military brothel.

There is no reason to be disillusioned if one does not start out with illusions.

PR is a partially developed technique of creating states of mind in different types of audiences or publics.

PR can be used or abused.

Thus before proceeding any further with the subject it was necessary to restudy the subject and find out what was wrong with it, add it to the subject and thus make it less dangerous to use.

The liabilities of PR, as taught and used before 1970, were:

- A. It inevitably recoiled in greater or lesser degree to the harm of its user.
- B. It had long reputation as a carelessly or badly used subject, full of failures.
- C. It is normally used into the teeth of competitive PR.

Unless these objections could be nullified or new discoveries and developments could be accomplished, the basic techniques of PR were about as safe as a cocked Spanish pistol-ready to blow up its user long before it hit anyone else.

This is what has been done with PR in our hands:

1. Its more dangerous points have been located.
2. A full study of its texts is required.
3. It is designed now for use that is beneficial as well as offensive and defensive.

Thus the Standard texts of PR have to be studied and studied well. And they must be studied WITH THE ADDITIONAL DEVELOPMENTS KNOWN AND GIVEN HIGH IMPORTANCE.

Only then is it safe to use PR techniques. Otherwise PR activities are almost a complete liability and will lead to trouble.

In this series we will bring PR up to date from the liabilities which exist in its purely PR college textbook practice,

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PR Series 2

THE MISSING INGREDIENT

The primary corrective discovery about PR has to do with the ARC Triangle of Scientology.

This triangle is Affinity - Reality-Communication. If one corner (say A) is raised, the other two will rise. If one corner is lowered, the other two are as well.

Thus with high Affinity, one also has a high Reality and a high Communication. With a low Affinity one has also a low Reality and a low Communication.

With a high or low R one has a high or low A and C.

And so it goes. The whole triangle rises and lowers as one piece. One cannot have a low R and a high A and C.

PR is supposed to be a Communication technique. It communicates ideas. Suppose one were to try to communicate an out the bottom R. In such a case the communication would possibly at first reach, but then it would recoil due to its R.

This is of course an advance in the mental technology of Scientology. It was not available to early pioneers of PR. So they talked (and still talk) mainly lies.

Older PR practitioners *preferred* lies. They used circus exaggeration or black propoganda. They sought to startle or intrigue and the easiest way to do it was with exclamation point "facts" which were in fact lies.

"Mental Health" PRs dreamed up out of whole cloth the "statistics" of the insane. "9 out of every 15 Englishmen will go insane at some period of their lives" is a complete lie. Streams of such false statistics gush from PR lobbyists to get a quick pound from Parliament.

The stock in trade of PRs, whether hired by Stalin, Hitler, the 1 Will Arise Society, the US President or the International Bank, has been black bald-faced lies.

The US President has given 2 different figures of the percentage of increase government cost per year in 2 months. His PR man was trying to influence Congress.

The "Backfire W" as the "Car of the Century" and the parachute exhibition "record delayed drop" and the Ambassador's Press Conference on "Middle East Aims" are all PR functions-and salted throughout with lies.

You pick up a newspaper or listen in the street and you see PR - PR - PR - all lies.

A battle cruiser makes a "Good Will visit" to a town it is only equipt to crash and you have more lies.

The tremendous power of newspapers, magazines, radio, TV and modern---mass media" communication is guided by the PRs of special interests and they guide with lies.

Thus PR is corrupted to "a technique of lying convincingly".

It makes a cynical world. It has smashed idealism, patriotism and morality.

Why?

When an enforced Communication Channel carries only lies then the Affinity caves in and you get hate. For the *R* is corrupted.

PR, dedicated to a false Reality of lies then becomes low *A*, low *C* and recoils on the user.

So the first lesson we can learn that enables us to use PR safely is to KEEP A HIGH *R*.

The more lies you use in PR the more likely it is that the PR will recoil.

Thusthelaw

NEVER USE LIES IN PR.

The trouble with PR then was its lack of *Reality*. A lie of course is a false Reality.

The trouble with PR was *R*!

In getting out a press release on a new can opener, that opens cans easily and you want to say "A child could use it" find out if it's a fact. Give one to a child and have him open a can. So it's true. So use the line and say what child. Don't call it the "Can Opener of the Century". It won't communicate.

Just because radios, TVs and press pour out does not mean they communicate. Communication implies that somebody is reached.

Don't tell a lie to city officials when the truth is just as easy to tell. Why go to all the work of dreaming up a lie? If you do it will weaken you if it is found out that it is a lie. Now you do have a PR problem with the "official public".

Any lie will either blunt the *C* (communication) or end the *C* off one day with revulsion.

Handling truth is a touchy business also. You don't have to tell everything you know-that would jam the comm line too. Tell an *acceptable truth*.

Agreement with one's message is what PR is seeking to achieve. Thus the message must compare to the personal experience of the audience.

So PR becomes the technique of Communicating an acceptable truth-and which will attain the desirable result.

If there's no chance of obtaining a desirable result and the truth would injure then talk about something else.

PR is employed to obtain a result desired by the PR and his group.

Or it is employed to cancel out the undesirable PR of others.

Thus there is offensive and defensive PR.

In defending against hostile PR, once more it is the *R* that counts. Sun Tzu in his book about warfare gives several types of agent. One of these is the "dead agent" because he tells lies to the enemy and when they find out they will kill him.

Hostile (or counter-PR) is usually the usual fabric of lies.

If one finds out the lies being told and documents just one as being false, he has made counter-PR recoil. His hearer will never believe him again. He's dead.

In the war between psychiatric hostile PR and the truth of Scientology, the "dead

agent" caper has a field day. Psychiatric PR has been lying for 20 years. Documented. the fact of these lies are lies is *killing off* psychiatry.

You understand, it's not one PR's word against another's. **It's one PR's** documents against the other PR's lies! That is correct defensive PR.

So you see that using out-R PR can be very dangerous.

If one is trying to PR an abuse into decay (a dangerous activity in itself) he obtains the desirable result by documenting TRUTH. But using the "dead agent" caper is quite enough almost always.

The use of R not only involves truth, it involves acceptable truth and that involves the fixed opinions of another or others and their experience. All this is contained in the subject of REALITY.

What is the R of another or others?

This involves SURVEYS.

Then you know what truth he or they will accept.

Imagination in PR is not limited at all. It takes lots of imagination. But the imagination should be devoted to how the truth is made acceptable to the R of others and how the Comm is delivered.

A totally Imaginary statement or story is quite useful so long as it is known to be imaginary and not passed off as truth.

In a PR world truth is the almost unknown commodity. This world is full of the "noise" of many lies, many babbles, many old fixations and hates.

But truth has Comm value. All the lies will dead end someday.

A (Affinity) supports the R and C.

Therefore PR which seeks to incite hate will not have the C value of a message that carries actual affinity.

But affinity can also be falsified and in the PR world too often is.

A person who is sane has a high ARC value.

So the PR who is sane has a high potential. And those who have corrupted their A - R - and C into a hole wind up on the bottle or beating their dogs or cynical beyond belief.

Serving mad masters, a PR hasn't much chance.

So there is a technique known as public relations. And it has the high liability of abuse through lies and the degrade of its practitioner.

But if one strictly attends to the values of truth and affinity, he will be able to communicate and can stand up to the strain.

Knowing this, PR becomes a far more useful and mature subject.

L. RON HUBBARD
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HUBBARD COMMUNICATIONS
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HCO POLICY LETTER OF 13 A
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PR Series 3

WRONG PUBLICS

What is a "Public"?

One hears *"the Public"*, a star says "my public". You look in the dictionary and you find "public" means an organized or general body of people.

There is a specialized definition of the word "PUBLIC" which is not in the dictionary but which is used in the field of public relations. "PUBLIC" is a professional term to PR people. It doesn't mean the mob or the masses. It means "a TYPE OF AUDIENCE".

The broad population to PR professionals is divided up into separate publics. Possibly the early birds in PR should have begun to use "Audiences" back in 1911. But they didn't. They used the word "Publics" to mean different types of audiences for their communications.

So you won't find this in the dictionaries as a PR professional term. But you sure better wrap your wits and tongue around this term for USE. Otherwise you'll make more PR errors than can easily be computered.

WRONG PUBLIC sums up about 99% of the errors in PR activities and adds up to the majority reason for PR failures.

So what's a "public"?

In PRese (PR slang) use "public" along with another word always. There is no single word form for "public" in PR. A PR never says THE public.

There is the "Community Public", meaning people in the town not personally grouped into any other special public. There is the "Employee Public" meaning the people who work for the firm. There's the "Shareholder Public" meaning the birds who own shares in the PR's company. There's the "teenage public" meaning the under 20 people. There's the "doctor public" meaning the MD audience the PR is trying to reach.

There are hundreds of different types of publics.

An interest in common or a professional or caste characteristic in common-some similarity amongst a special group, determines the type of public or audience.

The PR needs this grouping as he can expect each different type of public to have different interests. Therefore his promotion to them must be designed especially for each type of public.

In the PR world there aren't kids-there is a "child public". There aren't teenagers -there's a "teenage public". There aren't elderly people, there's an "elderly public".

The PR man does not think in huge masses. He thinks in group types within the masses.

PR is an activity concerned with *presentation* and *audience*. Even when he writes a news release, he "slants" it for a publication that reaches a type of audience and he writes it *for* that audience (modified by editorial idiosyncracies).

A PR *surveys* in terms of special publics. Then he presents his material so as to influence *that* particular public.

He doesn't offer stories about wheelchairs to the teenage public or Mickey Mouse prizes to the elderly public. If he is a good PR man.

All releases should be designed to reach a special public.

When you mix it up you fail.

When you get it straight and survey it you succeed.

The "police public" is not going to buy the glories of hash. The "criminal public" isn't going to go into raptures over the "heroes in blue".

All expert PR is aimed at a specific, carefully surveyed, special audience called
a 64 public".

When you know that you can grasp the subject of PR.

When you can use it expertly you are a Pro PR!

To give some examples of wrong publics, Ron's Journal was designed for org staffs as an intimate chat with staff members to let them in on what's going on and what we're planning so that staffs could be informative to the Scientology public. It was a "staff public" medium of communication.

Somebody (in NY) broke the rules, played it to the Scientology Public. Then somebody else figured it was a substitute for a Congress and dropped Congresses.

The exact end result was to cut totally my comm line to org staffs. The other day I heard how staffs missed hearing from me.

If my line to staffs in orgs is going to be played to PE attendees, that's it. Wrong public. No comm line to staffs.

I do a briefing of SO members on Flag, some dim wit uses it to play to Public Div Public. Wrong public. So that line is cut.

Clear News publishes Treason orders on students to promote an AO! Wrong public.

Clear News is used for an FSM Newsletter. Wrong public.

Clearing Course Fliers go to new book buyers. Wrong public.

Letter Registrars write to people on a mailing list sent in by a mail order house. Wrong public.

A conclusion someone not knowledgeable in PR technique could reach would be "Promotion doesn't work".

Promotion never works on wrong publics.

THE SYSTEM

The PR has to figure out his precise publics. There may be several distinct types.

Then he has to survey and look over the reactions of each different type.

He then plans and designs his communication and offerings for each one.

An orderly org has each different public categorized and labeled in Address.

Then the PR sends the right message to the right public in each case. There may be a dozen different messages if there are a dozen different publics. Each one is right for that public.

The PR is after a result, a call in, a reply, a response.

The right message in the right form to the right public gets the result.

A wrong message to the wrong public simply costs lots of money and gets no result.

Even if a PR is engaged in "moulding public opinion" it still requires a different message to each different public.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 OCTOBER 1970

Remimeo Personnel Hats PR Checksheets

Personnel Series 11

PR Series 4

THE PR PERSONALITY

A Public Relations personnel has to be spot on in

- (a) Confronting
- (b) Organizing
- (c) Working

CONFRONT

In Confronting, a shy or retiring PR is not about to handle suppressive persons or situations. A PR must be able to stand up to and handle the more wild situations easily and with composure. When he does not, his confront blows and any sense of presentation or organization would go up in smoke. A PTS (Potential Trouble Source) person or one who roller coasters case-wise or one who tends to retreat has no business in PR. His connections that make him PTS and his case would have to be handled fully before he could make good on PR lines.

ORGANIZE

In Organizing, a PR has to be able not only to organize something well but to organize it faultlessly in a flash,

Every action a PR takes concerns groups and therefore has to be organized down to the finest detail; otherwise it will just be a mob scene and a very bad presentation.

A PR who can confront, can "think on his feet" and grasp and handle situations rapidly and who can organize in a flash will succeed as a PR.

WORK

The last essential ingredient of a PR is the ability to WORK.

When appointing people to PR training the person's *work record* is very very important.

The ability to address letters, push around files, haul furniture into place, handle towering stacks of admin in nothing flat are all PR requisites.

To be able to tear out to Poughkeepsie before lunch and set up the Baby Contest and build a scene for a press conference on catfish before two and get dressed, meet the governor by 6 is WORK. It takes sweat and push and energy.

A PR should be able to get out a trade paper in hours where an "editor" might take weeks.

The ability to work must be established in a potential PR before wasting any training time as a PR who can't work fails every time.

DELUSORY REQUIREMENTS

People *think* a PR must be charming, brilliant, able to inspire, etc, etc.

These are fine if they exist. But they are actually secondary qualities in a PR.

Lack of the (a), (b), (c) qualities is why you see PRs begin to hit the bottle, get sick, fail.

If a PR is also charming, brilliant, able to inspire, he is a real winner. Possibly one is born with all these qualities every few generations.

Personnel in appointing and training PR must look for the wish to be a PR and (a), (b) and (c).

And anyone taking up PR who does so to escape hard work will fail as it IS hard work.

A real top PR wants to be one, has the abilities of (a), (b) and (c) and is trained hard and well on the subject. Then you have a real stat raiser, a real winner, a real empire builder.

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[*Note:* Some mimeo issues of this Policy Letter were issued with an error in the fourth line, which read (c) *Confront Working* instead of the correct (c) *Working*. HCO Policy Letter of 11 April 1972, *Personnel Series 11 Addition, PR Series 4 Addition*, ordered the replacement of any faulty copy found, either loose or bound in packs, correction of stencils with the incorrect text before any copies were run off from it, and immediate correction of any translation made from the incorrect copy. It also ordered that, where a student had used an incorrect copy in his study, a correct copy be sent to him at once, with a request by the current course's Supervisor that he check out on it star-rated, and enclosing a copy of HCO PL 11 April 1972. The copy as it appears above is correct.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 NOVEMBER 1970
Issue 11

Remimeo

PR Series 5

PR DEFINITION

The definition of Public Relations is very precise. The definition is not given sufficient importance in the texts and it is way down in the middle of most books. It is whkt the subject is all about and without it the subject doesn't make sense. (And doesn't make sense to many PR Pros either.)

It took me a whole hour to clear this definition and misunderstands of it and related words on a PR student. It should be meter cleared. Every word in it should be clay tabled.

THE DUTY AND PURPOSE OF A PUBLIC RELATIONS MAN IS

THE INTERPRETATION OF TOP MANAGEMENT POLICY TO THE DIFFERENT PUBLICS OF THE COMPANY-TO ADVISE TOP MANAGEMENT SO THAT POLICY IF LACKING CAN BE SET-TO MAKE THE COMPANY, ITS ACTIONS OR PRODUCTS KNOWN, ACCEPTED AND UNDERSTOOD BY THE DIFFERENT PUBLICS-AND TO ASSIST THE COMPANY TO EXIST IN A FAVORABLE OPERATING CLIMATE SO THAT IT CAN EXPAND, PROSPER AND BE VIABLE.

If a PR man understands all that so he can apply it rapidly and perfectly, he will *then* be in a position to know what PR procedures are and do his job.

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HCO POLICY LETTER OF 11 MAY 1971
Issue 11

Remimeo

PR Series 6

OPINION LEADERS

An "Opinion Leader" is that being to whom others look for interpretation of publicity or events. Through wisdom, proximity to data sources, personality or other factors including popularity itself, certain members of the group, company, community or nation are looked to by others for evaluation.

In the teething days of Public Relations, George Creel, who conducted the massive Liberty Loan drives for the US government considered that it was enough to batter avalanches of publicity down on the heads of the "general public". Given enough money, enough media of communication and no real opposition this proved successful enough.

But as time unreeled, some unsung PR man recognized the fact that the "general" public was made up of smaller groups. Churches, social clubs, factories, and thousands of other large or small groupings of the population were what made up the "general" public.

Each of these groups had its own "opinion leader" and within each group there were smaller groups who each in turn had its own opinion leader.

"To whom do they listen?" "Whose opinion do they accept?" "Whom do they trust?" "On whom do they depend?" are the questions, which, answered, identify the opinion leader of the group, large or small.

Further, the opinion leader of a very large group, in turn is interpreted by the opinion leaders of the smaller units which go to make up the larger group.

As an example, government spokesman X puts out Bulletin A on the radio and TV and into the press. He is NOT talking to masses of people. He is in reality talking to opinion leaders. On a crucial question there will not be a reaction to X until the listeners have heard what their opinion leaders have to say about Bulletin A.

If there have been other issuances like Bulletin A, the opinion leaders will have voiced their own opinions. Their groups will then know the attitude. In this case Bulletin A will receive an apparent "general public" reaction. In short, the opinion about Bulletin As will have been pre-formed by the opinion leaders. This makes it look like there is mass public opinion without opinion leaders.

One of the great dangers of PR practice comes from not really knowing the subject well enough or in twisting it or in losing bits of it.

Having discovered the principle that "opinion leaders" form public opinion not the "general" public, many PR people forget it, or didn't give it enough importance or even in some cases chose to be willfully destructive of their employers.

It should be very obvious that if general public reaction to an event is dependent upon the reaction and interpretation of opinion leaders, then a PR action's success depends upon favorably influencing the opinion leaders of that part of the population one is trying to reach and calculating what opinion leaders one can neglect or even offend.

This would be almost mathematical in computation. Spokesman X issuing a Bulletin A that offended 55% of the opinion leaders would get, roughly, a 55% opposing reaction from the whole public.

Surveys for the identities of opinion leaders would then become a **MAJOR** activity of PR in any area and for any type of message or event.

Even a rough estimation, which is easily done, would serve better than no thought of it at all.

PR men go for Very Important People. PR wears this out beyond belief. But it is an alter-is. VIPs to PR are only opinion leaders. A Government minister is tagged automatically by PR people as a VIP because his car has flags and he is a minister. Yet

he may be a drunken nephew whose opinion is about as welcome to his colleagues as a hangover. So he may be a VIP but he is not an opinion leader. When he says "blue", his colleagues think "black" and the opinion leaders in the public think "red". The only PR use of this minister would be to get him to embrace and speak up for someone you wanted shot or some cause you wanted opposed!

There is such a situation currently in a man called Goodrich or some such name, head of FDA in Washington. 32 years in that agency, big record. Head of it = VIP. All he has to do is open his mouth and his staff writhes, congress spits and opinion leaders say no-no-no. So he could only be used to oppose something you wanted popular.

So it's very lazy PR to assume that a "VIP" is worth knowing or using. Sometimes VIPs are also opinion leaders.

Celebrities are more often opinion leaders as they arrive at their role by popular acclaim. But even here one has to operate with good sense. Paul Robeson, the great American singer, was used by Communists in the 1930s to popularize their cause. It did not achieve this. Paul Robeson championing his own race probably would have advanced Civil Rights legislation greatly. The misuse brought anti-Communists to believe that all the Negroes would now become a Communist Fifth Column and brought about strong opposition to Negroes and to Communists.

The rule that should not be violated is to use an opinion leader only to further an opinion he could have visibly. The equation must add up with all factors of a kind, not a strange factor interjected into the sequence. Like music, you don't introduce a wrong note in the scale if you want harmonious rendition. Robeson (black singer)-opinion leader of blacks-Communism. Too odd a sequence. Robeson (black singer)-opinion leader of blacks-black relief. Obvious sequence.

The equation:

Bertrand Russell (British philosopher)-Academic opinion leader-Communism~ caused a strengthening of the Communist cause because he was a thought symbol and "anybody was free to think" and "they're always forming odd ideas in the halls of learning". His statement "Better red than dead" was a classic PR caper. It was widely quoted. Helped Russell, of whom few ever would have heard, and possibly helped Communism, at least to be talked about, and obviously was picked up by the group in which Russell existed. To the rest of us this may have sounded like naked atomic war threat and war-mongering. But it was the proper use of a foreign opinion leader by a large group.

Now if the paragraph above jarred on you in any way or seemed to espouse a strange cause, etc, etc, you will have the reason why PR men cannot always see clearly and objectively. They themselves are too involved in causes and pros and cons to remain pan-determined (viewing or handling all sides).

By permitting prejudice to get in the way of handling opinions a PR man loses control of his subject. He becomes so violently partisan that many of his stable data become blurred or abused.

Thus the subject of opinion leaders can become abandoned. Disagreement with the views of some of them remove not only the opinion leaders but the whole subject of opinion leaders out of use.

While conducting themselves like status mad prima donnas, seeking to exist mainly by PR techniques, most people in government power positions are remarkably badly served by their PR men and by their own prejudices or jealousies.

Essentially, a person in Power is not the same person seeking power.

Maintaining power is a different subject than attaining power.

A politician by definition is someone who handles people. Even the word means "people". Thus the subject of "public relations" does a natural closure with government.

Yet the alteration of the subject of PR and its misuse, neglect or abuse by government PR men could be in itself a considerable study.

The vast majority of population unrest stems from the misuse, neglect or abuse of PR technology by governments, even those governments that consider themselves experts.

A politician commonly is boosted to power by opinion leaders. This could be called the "will of the people". Once he has attained power the garden variety

politician of this age finds himself committed to special interests that have little to do with the "will of the people". Few are the politicians who have the integrity to continue to look to the people-the opinion leaders-who put them there. Thus, now apparently serving other masters they appear to have been false in their earlier pretensions. Not remaining true to their opinion leaders politicians as a general subject acquires a cynical reputation with the "people".

A Labour leader in England, put into power by opinion leaders, then spends his time in office talking about bankers, banking, deficits and all that mumbo-jumbo of modern government, speaks hostilely about unions, seeks to restrain shop stewards and union bosses, puts on a tax to penalize any company that hires someone and then has the dullness to wonder why he took a beating at the polls eventually and lost. He turned on his opinion leaders. Where were his vaunted PR experts?

The US government routinely achieves the impossible of turning the bulk of the population against it on most issues. Its politicians are regularly forced to maintain their positions by huge avalanches of public funds.

Hiring more and more police and spies for more and more government police agencies, the government is becoming less and less popular. "Patriotism" and "idealism" are now considered dirty words.

Why? How did this get this bad?

Well, one reason is that government PR is continually recoiling on the government. Either they don't hire good PR men or if they do, they don't take their -advice. Or their PR men don't know their subject or aren't permitted to practice it.

The general unrest and unpopularity is largely traceable to a violent disregard of the subject of *opinion leaders*.

Attaining power is done usually by the consent of or with the help of the opinion leaders. Arrival in a position of power too often causes the person to shift the basis of his operation. He is now associating with different people in a power strata. It would require quite an effort of will to not be seduced. Having achieved power by opinion leaders the person may forget them and seek to maintain power by other means or by force. This is essentially a violation of the power formula which indicates one should not disconnect. By disconnecting from the previous opinion leaders the person begins his own demise.

This is terribly easy to do in the case of government. It is so easy for a government to use FORCE that a disregard of previous opinion leaders can occur.

Money power is usually available to persons who rise to positions of leadership and can be, like force, a substitute.

Thus a truly suborned leader would desert "opinion leader" as a basis of power and begin to use FORCE and MONEY to hold his position.

But when one assumes a position of power, regard for opinion leaders should *broaden*, not be dropped.

The astute leader on his way up may tread heavily on the opinion leaders of the opposition. This has its benefits in reinforcing the favor of opinion leaders for him. But it also has its liabilities for, now in power, he may have serious enemies who are all the more perturbed now that they too have him as a leader.

Few politicians-indeed few men who move into any kind of power-ever satisfactorily solve this problem. The *very* able ones do solve it and become far more powerful as a result since they do not violate the power formula.

Not only does the brilliant leader refuse to disconnect from the opinion leaders who put him there through "public approval", he also connects with the previously opposing opinion leaders. If truly magnificent he gains the good opinion of former hostile opinion leaders without decreasing the good will of the opinion leaders who put him there. This actually defines the difference between a second rate politician and a real statesman. The genius required to arrive at such solutions cannot be underestimated, but the formula of achieving it is elementary PR.

The leader of the "blues" (supported of course by the opinion leaders of the "blues") rises to power in the teeth of "green" opposition. Now in power, he has sway over both the blues and the greens. The blue's opinion is that this should signal a panorama of dead greens. But unless this rule is to be just one long bloodbath it is now necessary to cool off tempers all around, preserve blue support and *win* green support. That is an elementary equation.

Attilas and Huns and Genghis Khans solved this by simply murdering all imagined hostile elements. They may be known in history but politically they built nothing that endured. Even the pyramids of skulls vanished.

Men like Hitler went so far in reverse in handling this problem as to finally slaughter even their adherents.

In the general field of human activities every different or specialized group can be considered a political unit. It elects with a wide variety of formalities or lack of them its leaders and when different agencies than themselves elect them (inheritance, appointments from without) the group at least elects its opinion leaders if only by listening.

And people strive to *be* opinion leaders and also back down or otherwise react when someone else is so "elected".

So being an opinion leader involves the responsibility of maintaining the position by remaining well informed or personable or whatever else seems to be required.

One has to decide in some degree what he is an opinion leader for or against or at least about. And one has to set a zone or have one set for him in which he operates.

A usual example is the family. Often someone in it is the opinion leader. It is not necessarily the one with the money or the force. Where one member or clique has the money or force and uses these and the opinion leader is someone else, strife and domestic upset may result.

All the children may look to an aunt for their styles, thoughts and approval. Where this runs counter to the money-force persons, somebody is going to have a broken home or a horrible old age.

Such is human prejudice-or ignorance-that the money-force persons almost never dream of winning the support of the opinion leader aunt by sound but popular policy based on consultation.

The right answer of course is for the money-force power to operate in consultation with the opinion leader.

This is true all the way on up to government sized groups.

Money-force may bribe and break necks but it really never does become the leader in the absence of the approval of a majority of opinion leaders.

Prosperity and an easy rule depend utterly upon the cooperation of opinion leaders.

The US government in the last few decades has seemed obsessed with the antagonizing or destruction of opinion leaders.

Using the broad mass approach long since found faulty in PR activities, the US government has lately sought to reach the "public" without that annoying step of reaching and getting the approval of opinion leaders.

Instead, an army of spies from every agency, (according to the Committee of Senator Erin) descend upon any and every popular leader, hound him, annoy him, discredit him. Even managers of businesses are so plagued by government they can hardly do their work. This is also true of England and other countries.

The unrest in the United States and some other countries is traceable directly to this fantastic omission in their PR technical expertise. They not only do not seek the favor of opinion leaders, they actively harass and seek to destroy them.

In return the opinion leaders feel endangered and have and state opinions accordingly. The power of the government drops back on money and force only. Governmental survival is thus greatly impaired.

The so-called "mass news media" by which is meant newspapers, TV, radio and magazines, has the fault built into its title. It cannot and never will reach any masses directly. It reaches only through opinion leaders. It has to quote this one and that one which it fancies as an opinion leader. But it never finds out WHO the opinion leaders are.

Newspaper editorials are a direct effort to force opinion. They quote the opinions of other papers just as though these were opinion leaders.

They believe they "mould public opinion" but PR men long since have given up this idea and even greet it with raucous laughter.

Newspapers have ceased to **wonder about** their rapid demise. They are getting fewer fast. They thought it was radio. Then TV. It wasn't.

Willy Hearst's 1890 yellow journalism and scandal mongering began to dig the grave of the newspaper that many decades ago.

Hear this: while seeking to control public opinion, newspapers began to strike viciously at opinion leaders. Name him, sooner or later any really important opinion leader in the area would be hit with scandal. It happened so often that opinion leaders automatically began to say, "Don't believe the newspapers".

The day of the newspaper is dead. The not mourned London Daily Mail hit one too many opinion leaders one too many times. And nobody believed it anymore and nobody bought it. And it folded.

So government or newspaper or church or hockey club, the same rule applies. The good will of the opinion leaders is necessary for survival. *Not* the good opinion of the masses! Since that cannot be reached.

The Russian state talks down about individualism. The "cult of the individual" is a bad thing.

Their internal police is vital to them. They have forgotten that the Czar's Okhrana destroyed the Czar by destroying every opinion leader amongst the people whom they could seize or slay.

Almost amusingly, the US government has taken over the exact operational pattern of the Okhrana. You can hardly get to your desk through the government forms and mobs of spies urging the staff to commit crimes so they can be arrested or holding out bribes to falsify the tax reports. All one has to do is mention the US government in a pop program and he'll have 3 army sergeants from G-2 pushing the band out of the way. That's the way it was in pre- 1917 Russia just before the opinion leaders decided NO in one final blood-bath.

So as I said earlier in this series PR is dangerous stuff if one doesn't really know it and if one only applies half of it.

Omitting the opinion leader is bad enough. Seeking to destroy him is far far worse.

Yes, one says, but how about the violent opposition? How about that fellow?

Well, he's a problem. But he is an opinion leader.

One has to decide how much of an opinion leader he is.

If you don't handle a would-be opinion leader who is anti but who is NOT an opinion leader, people get cross.

The decision here stems from

(a) Is he talking about actual abuses? or

(b) Is he just lying?

In either case one has certain courses of action. If the abuses are actual, work to remedy them. If he is just lying, lay out the truth. If he really isn't an opinion leader, ignore him.

But one can only interfere with him or remove him if many, many are getting cross because you don't. But that's a risky business.

As a rule, only that dissident person should be removed who is speaking in your name and on your lines and using your power to do you down. And then he can only be removed off your lines as you are under no obligation to finance or empower your own opposition. That's suicide. He is not an opinion leader but a traitor for he owes *his* power to you.

Usually anti-opinion leaders are *made by neglect*.

PR wise one has to catch them early and handle.

Abuses by those in charge are never put right by force. They are only worsened.

Perhaps there is no excuse whatever to use force to enforce an opinion. Wars are notorious for failing to solve. You can always find a point years or decades before the war when a point existed that PR and cooperative rule could have solved.

PR imperfectly known or unknown as a subject leads to big trouble.

PR is powerless when it doesn't know.

PR loses when it neglects.

Early enough, PR alone does it.

Later PR with concessions is needed.

Then PR is out and only force is thought to serve.

This would be a DETERIORATING SITUATION.

The longer PR takes to catch it up the more imminent loss or force becomes.

From this technically adept PR could be seen to have too limited a role in the affairs of nations or groups.

The way to attain a more dominant role with PR is first to know it well, next to be sure others who should understand it and then to use it effectively.

As it is a subject which is meant to reach masses, remember that it must reach them through opinion leaders.

Opinion leaders may or may not be VIPs. But they are, whoever they are, barber or king, VIPs to the PR.

Thus surveys for opinion leaders are necessary. And the opinions of opinion leaders must be known.

And for heaven's sake restrain the boss from shooting opinion leaders no matter how just his wrath.

But also don't tell him Dr. Kutzbrain is an opinion leader just because he talks to two nurses and his wife.

Peace is not necessarily a target of PR. Survival is. And Survival requires some control of opinion.

When this becomes control of numbers of people PR is only accomplished through opinion leaders.

L. RON HUBBARD

Founder

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HCO POLICY LETTER OF 11 MAY 1971
Issue III

Remimeo

PR SeHes 7

BLACK PR

About the most involved employment of PR is its covert use in destroying the repute of individuals and groups.

More correctly this is technically called BLACK PROPAGANDA.
Basically it is an intelligence technique.

It can be a serious error to cross Intelligence and PR.
These are two different fields. They have two distinctly different technologies.

A PR man must also know something of intelligence technology. Otherwise one day he will be left gaping.
Intelligence is intelligence. PR is PR.

When you gather information by intelligence procedures and at once employ it for PR, the result is likely to be poor.

It is not that it isn't done. It's that it isn't very effective. Also it is an act of desperation.

PR IS OVERT.

INTELLIGENCE IS COVERT.

PR is at its best when it begins and ends overtly.

Intelligence is best when it begins and ends covertly.

PR with an open demand by known authors, a demonstration, a conference is normal PR.

Intelligence trembles on the edge of PR when filched data explodes a storm in the public. It recoils when the authors are then known.

Black Propaganda is in its technical accuracy, a covert operation where unknown authors publicly effect a derogatory reaction and then remain unknown.

The effect of Black Propaganda is largely wiped out by "Oh, it was the Germans who set them up."

So PR enters intelligence in this way: One finds who set up the Black Propaganda and explodes that into public view.

This use of PR is almost that of an auditor to the group. One is disclosing hidden sources of aberration.

To use intelligence to find where they hid the body and then flip over into wide publicity is not very powerful in actual practice. There better be a body there and one better tell the police not the public.

If there are no effective police, then one has the problem of police action. Exploding it to the public ideally is an effort to make the public a vigilante committee. Modern publics seldom rise this high. Educated publics seldom explode to the explosion.

A PR man who thinks taking Blitz & Company's crimes to the public is really just dreaming hopefully-without foundation. It may or may not hurt Blitz. It might recoil. The ability of the public to stand around and look stupidly at a dripping handed murderer without doing a thing about it is a symptom of our civilization. They *ought* to act. They don't. You can form an opinion amongst them but governing bodies won't consult it.

Exposure is not an effective road to *action*. It can be to opinion. It is slow.
Then what is effective?

INTELLIGENCE

By definition Intelligence is covert. Under cover. If it is kept so all the way it is effective.

When Intelligence surfaces it becomes very ineffective.

Threat and mystery are a lot of the power of intelligence. Publicity blows it.

Take the Red Orchestra, World War 11, Stalingrad Campaign. In Berlin Schultz-Boysen and other highly placed Russian agents got the whole German plan of the battle that was to be Stalingrad. Brilliant and covert intelligence. They passed it to the Russians. Brilliant and covert comm. The boss at Centre in Moscow put the ring's names and addresses in a code radio message. The Germans of course broke the code. The Germans rounded them up and messily executed them on meat-hooks. The Germans had no other battle plans but contemplated not attacking Stalingrad that way. This put the whole coup at risk. Then the Germans did use the plans the Russians knew and that was the beginning of the end of WW 11.

So TWO exposures threatened the success of this intelligence coup. One was the stupid radio message. The other was the realization the Russians had the battle plans.

Exposure is the basic threat of intelligence.

PR is the willful broadcast of information.

The two don't mix well.

BLACKPROPAGANDA

Possibly used since the morning pale of history, Black Propaganda was developed by the British and German services in World War I into a fine art.

The word "propaganda" means putting out slanted information to populations.

One propagandizes the enemy population or one's own or neutrals.

In popular interpretation it is a parade of lies or half truths or exaggerations.

PR and advertising technology and mass news media are employed as well as word of mouth and posters.

The trouble with it is that it can often be disproven, discrediting the utterers of it.

It may serve the moment but after a war it leaves a very bad taste.

If one is engaging on a campaign of this nature, its success depends on sticking to the truth and being able to document it.

The entire black propaganda campaign conducted for 21 years against Scientology began to fold up in its 16th year because never at any time did its instigators (a) have any factual adverse data or (b) tell the truth.

The Scientology movement continued if only by heroic means and much sacrifice.

But at last nobody of any note believed the propaganda.

The attackers pulled in on themselves a counter attack based on penetrating horrible documented truth.

It required intelligence-like tactics to discover who it was exactly.

The "dead agent caper" was used to disprove the lies. This consisted of counter-documenting any area where the lies were circulated. The lie "they were

is countered by a document showing "they were not." This causes the source of the lie and any other statements from that source to be discarded.

That real trouble and damage was caused Scientology is not to be discounted. The brilliance of the defense was fantastic. The depth and inroads the propagandists reached was alarming. **BUT THEY DIDN'T MAKE IT.**

Some Black Propaganda campaigns have won in other areas, not Scientology.

The British got the US into World War I with Black Propaganda, despite a president elected on a peace platform.

Many individuals have been destroyed by Black Propaganda. Wilhelm Reich was by the lies and violence of the FDA.

So Black Propaganda is not a certain result technology. It is costly. It makes fantastic trouble.

Essentially it is NOT a PR campaign. It is a cross between PR and Intelligence.

The technique is:

A hidden source injects lies and derogatory data into public view.

Since it is a hidden source, it requires an intelligence approach to successfully end it.

In the meanwhile the "dead agent caper" is the best tool to counter it.

Legal action can restrain such a campaign but is chancy unless one knows the source or at least has counter-documents. It is risky solely because "law" is unpredictable. However legal action has a definite role in restraining, not in ending such a campaign.

A good policy when faced with a Black Propaganda campaign is to defend as best you can (dead agent and legal restraints) while you find out (intelligence) WHO is doing it. Then, confrontation can occur. Finding and suing false whos can make things much more involved.

Black Propaganda counter-campaigns are inevitable. One engages upon them whether he would or no. These are engaged on while one narrows down the area to an exact WHO. For instance, one knows the whatsits are attacking one. Thus he can counter-attack the whatsits. But *what* are the whatsits exactly? and to whom are they connected? and exactly WHO, an individual always, is keeping it going? These last three have to be answered eventually. And that requires an intelligence type search.

THE CROSS

So there is where Intelligence and PR cross.

When PR goes into Black Propaganda (hidden source using lies and defamation to destroy) it has crossed intelligence with publicity. They don't mix well.

The action is risky to engage upon as it may run into an ex-intelligence officer or trained intelligence personnel. It may also run into a dead agent caper or legal restraint.

Anyone engaging in Black Propaganda is either using a wrong way to right a wrong or confessing he can't make it in open competition.

PROTEST PR

Outright Protest PR, based on facts is a legitimate method of attempting to right wrongs.

It has to be kept overt. It has to be true.

Protest PR can include demonstrations, hard news stories and any PR mechanism.

Minorities have learned that only Protest PR can get attention from politicians or lofty institutions or negligent or arrogant bosses.

Where Protest PR is felt to be a necessity, *neglect* has already occurred on the issues.

The riots of Panama some years ago were very violent, verging on open war. This followed the negligence of the US in negotiating new treaties, a matter arranged for long ago and arrogantly skipped for several years by the US.

The slaves were freed in 1864 but were either misused or neglected for the next century and finally became a key racial problem full of demonstrations and riots and social unrest. Imperfect redress of wrongs following these then continued the riots. This is probably the biggest PR mess of the last century and a half wobbling this way and that. It is still in the stage of Protest PR, possibly because it went so very, very long unhandled.

The only real recourse these people had was Protest PR. Recently, black Congressmen were refused audience by the President and had to stage a demonstration before it was granted. But Protest PR *did* obtain an audience.

The silliest idea of modern times is conscription. Drafted soldiers might possibly be excused as a *levee en masse* but not as the habit of government in peace and war just to overcome their lack of ability to make the country worth fighting for and the armed services a stable attractive career. This is all the more foolish, since hardly anyone in history ever had any trouble recruiting an army that could pay for one. Even Gibbon remarks on it as an amazingly easy thing to do in any civilization. And that is true today.

So conscription is continued. Facing every young man with an arbitrary military future was a bad thing. Napoleon invented it and he lost.

Protest PR was the answer used to contest it. Met by force and violence, it has not halted.

Somebody will have to give the country a nobler cause more decently prosecuted, will have to better the services and conditions and will have to admit men without demanding their right names or perfect physique and make them immune to recall for civil offenses. Probably that army would fight well. Conscript services are too expensive, too inefficient and too ready to revolt for any sane government to use them. But here this unhandled wrong has to resort to Protest PR.

So Protest PR has its place. It is a fine art. It is the subject of fantastic skill and tech.

It is not good. But it does work and it is used as a last resort when normal hearings and good sense fail.

When money and force lead and opinion leaders are unheeded, when special privilege enters management or government, Protest PR, the strike, the demonstration, is the tool employed.

If that doesn't work, or if it is crushed, subversive actions, general intelligence actions, Black Propaganda and other evils occur.

PR used soon enough can avert much of these consequences.

But there are always two in any fight and the other side may not want to live and so set themselves up.

Intelligent early PR is the best remedy. But it is not always possible.

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HCO POLICY LETTER OF 28 MAY 1971

Remimeo

PR Series 8

TOO LITTLE TOO LATE

The hallmark of bad promotion is "Too Little Too Late".

Probably the most aggravating and most suppressive error that can be made by those doing promotion or other PR actions, is to plan or announce an event too close to the date for anyone to come.

Typical report "Only 50 came to the Congress. I guess it just wasn't popular."

An exec hearing this can validly suspect "too little too late" as the real WHY. He would be 95% right without even querying further.

"When did you announce the July I Congress?" Usual true answer: June 25!

"How many mailings were sent?" Usual true answer: 500 "because FP " "What other promotion was done?" Usual true answer: None.

Reason for only 50 at the Congress: "Too little promotion announced too late for anyone to come."

Often this factor is hidden. Other more dramatic reasons, not the true WHYS are advanced. "There was a football match the same date." "We are in disrepute." "There is an anti-campaign." "The press Yap, yap, yap. All lies. It was just too little promotion too late.

"Nobody showed up for the VIP dinner." The right response to this is "When did you send the invitations?" "Well, you see, FP wouldn't give us any stamps so "WHEN did you send the invitations?" "The same morning as the dinner was held." "Were they engraved?" "No we sort of ran them off on mimeo."

Just why event failures are 95% traced "handled at the last moment without proper planning and without proper verified addresses and without enough posh or volume" is itself a mystery.

Undermanned PR section is the most charitable reason.

PR in reality is about 80% preparation of the event and about 20% event.

If the preparation is not planned and prepared fully well in advance of the event, the events fail.

Off the cuff PR is sometimes necessary. But usually made necessary by lack of foresight and hard work.

There is a rule about this:

THE SUCCESS OF ANY EVENT IS DIRECTLY PROPORTIONAL TO THE TIMELY PREPARATION.

In other words, poor preparation made too late gives an unsuccessful event.

PR is hard work. But the hard work mostly occurs before there is any public view of it. The work in the event itself is pie.

You see these beautifully staged affairs, these flawless polished occurrences. They look so effortless. Well, they LOOK effortless because a fantastic amount of preparation went into them ahead of time.

A well attended event is planned and drilled and announced ages ahead of the occurrence.

Even a mere dinner has to be announced at least a week in advance.

PRs who don't work hard to plan and drill and who don't announce in time with enough promotion have flops.

So PR flops come from failures to plan, drill, promote enough and in plenty of time.

Therefore PR successes are best guaranteed by data gathering, sharp planning, heavy drilling, timely announcement and adequate promotion.

Even a surprise event has to be handled this way for everyone except those for whom the surprise is intended.

So gather the data that will guide planning, plan well, program it, do all the clerical actions necessary, announce it in ample time, drill all those connected with it heavily until they're flawless and then stage it.

And there you are, a "spontaneous", highly successful event,

Whether it's a protest march, a press conference, a Congress, a new Course or dinner for VIPs or even just friends, if it's to be a success, prepare it and announce it widely in plenty of time.

There was this grave where they buried a failed PR man. And on the headstone they put, "George Backlog. Too Little, Too Late." They had to shoot him because he broke the company's leg.

A mediocre event very well prepared and announced well and in time will succeed better than the most splendid event done off the cuff.

The next time you see empty seats remember and use this P/L. Or better still do it right in the first place.

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HCO POLICY LETTER OF 30 MAY 1971

Remimeo

PR SeHes 9

MANNERS

The original procedure developed by Man to oil the machinery of human relationships was "Good Manners".

Various other terms that describe this procedure are-politeness, decorum, formality, etiquette, form, courtesy, refinement, polish, culture, civility, courtliness and respect.

Even the most primitive cultures had highly developed rituals of human relationship. In studying 21 different primitive races, which I did first hand, I was continually impressed with the formalities which attended their interpersonal and intertribal and interracial relationships.

Throughout all races, "bad manners" are condemned.

Those with "bad manners" are REJECTED.

Thus the primary technology of public relations was "Manners".

Therefore a public relations man or team that has not drilled and mastered the manners accepted as "good manners" by those being contacted will fail. Such a PR man or team may know all the senior PR tech and yet fail miserably on the sole basis of "exhibiting bad manners".

"Good manners" sum up to (a) granting importance to the other person and (b) using the two way communication cycle (as in *Dianetics 55!*). Whatever motions or rituals are, these two factors are involved. Thus a PR violating them will find himself and his program rejected.

Arrogance and Force may win dominion and control but will never win acceptance and respect.

For all his "mental technology" the psychiatrist or psychologist could never win applause or general goodwill because they are personally (a) arrogant beyond belief (b) hold others in scathing contempt ("man is an animal", "people are all insane", etc). Bom from Bismarck's military attitude these subjects have borrowed as well the attitude which made the Nazis an object of worldwide condemnation. No matter how many people were maimed or killed, the Nazis would never have dominated the world any more than their "mental scientists" will ever win over humanity.

They just don't have "good manners"; i.e. they do not (a) consider or give others a feeling of importance and (b) they are total strangers to a comm cycle.

SUCCESSFUL PR

All successful PR, then, is built upon the bedrock of good manners as these are the first technology developed to ease human relations.

Good manners are much more widely known and respected than PR tech, Therefore NO PR tech will be successful if this element is omitted.

Brushing off "mere guards" as beneath one's notice while one goes after a contact with their boss can be fatal. Who talks to their boss? These "mere guards".

Making an appointment and not keeping it, issuing an invitation too late for it to be accepted, not offering food or a drink, not standing up when a lady or important man enters, treating one's subordinates like lackeys in public, raising one's voice harshly in public, interrupting what someone else is saying to "do something important", not saying thank you or good night-these are all "bad manners". People who do these or a thousand other discourtesies are mentally rejected by those with whom they come into contact.

As PR is basically acceptance then bad manners defeat it utterly.

A successful PR person has to have good manners.

This is not hard. One has to assess his attitude toward others and iron it out. Are they individually important? One has to have his two way comm cycle perfect so perfect it is so natural that it is never noticed.

Given those two things, a PR can now learn the bits of ritual that go to make up the procedure that is considered "good manners" in the group with which he is associating.

Then given PR tech correctly used, one has successful PR.

IMPORTANCE

You have no idea how important people are. There is a reversed ratio-those at the bottom have a self importance far greater than those at the top who are important. A char lady's concept of her own importance is far greater than that of a successful general manager!

Ignore people at your peril.

Flattery is not very useful, is often suspect, as it does not come from a sincere belief and the falsity in it is detectable to all but a fool.

A person's importance is made evident to him by showing him respect, or just by assuring him he is visible and acceptable.

To see and acknowledge the existence of someone is a granting of their importance.

To know their name and their connections also establishes importance.

Asserting one's own importance is about as acceptable as a dead cat at a wedding.

People have value and are important. Big or small they are important.

If you know that you are half way home with good manners.

Thus PR can occur.

COMMUNICATION

The Two Way Comm Cycle is more important than the content.

The content of the comm, the meaning to be put across to another or others is secondary to the fact of a Two Way Comm Cycle.

Comm exists to be replied to or used.

Comm without the comm cycle being in first must exist before it carries any message.

Messages do not travel on no-line.

Advertising is always violating this. Buy Beans! Into the empty air. Other things must establish the line. And the line must be such as to obtain an answer, either by use or purchase or reply.

A funny example was a letter writer who without preamble or reason told people to buy a multi-thousand dollar package without even an explanation of its use or value. Response zero. No comm line. He was writing to a name but not really to anyone.

In social intercourse a comm cycle must be established before any acceptance of the speaker can occur. Then one might get across a message.

Good manners require a two way comm cycle. This is even true of social letters and phone calls.

Out of this one gets "telling the hostess good night as one leaves"

One really has to understand the two way comm cycle to have really good manners.

Without a two way comm cycle, PR is pretty poor stuff.

PRIMITIVES

If an American Indian's ritual of conference was so exact and complex, if a thousand other primitive races had precise social conduct and forms of address, then it is not too much to ask modern man to have good manners as well.

But "good manners" are less apparent in our times than they once were. This comes about because the intermingling of so many races and customs has tended to destroy the ritual patterns once well established in the smaller units.

So one appears to behold a sloppy age of manners.

This is no excuse to have bad manners.

One can have excellent manners by just observing:

(a) Importance of people

(b) 2 Way Comm Cycle

(c) Local rituals observed as proper conduct.

These are the first musts of a PR man or woman.

On that foundation can be built an acceptable PR presence that makes PR succeed.

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PR Series 10

**BREAKTHROUGH
PR AND PRODUCTION
TONE SCALE SURVEYS**

(Reference: FEBC Tape No. I
which contains the full text.)

THE LAWS OF PR

THE PRIMARY BARRIER TO PRODUCTION IS HUMAN EMOTION AND REACTION.

PR IS THE SOCIAL TECHNOLOGY OF HANDLING AND CHANGING HUMAN EMOTION AND REACTION.

A LOW PRODUCTION AREA IS OUT-MORALE BECAUSE IT IS LOW PRODUCTION. IF YOU CAN NURSE THE AREA UP TO PRODUCTION YOU HAVE MORALE.

DON'T USE NEGATIVE ARC IN A PR SURVEY. MAKE IT LIGHT SO IT INVOLVES COMMUNICATION.

To get a PR survey done in an area that is barriered against production, you begin by writing down three VERY DIRECT questions that you want answered. One question for each of BE, DO, HAVE.

On a Survey of Lower Slobovia central command point, the 3 direct questions could be:

1. (BE) Do you want this joint to succeed?
2. (DO) Are you personally going to be active in getting this show on the road?
3. (HAVE) Are you going to directly assist Scientology to acquire Lower Slobovia?

Now you translate these into the field of human emotion. Each direct question is concerned with one or more of A, R and C. You put down by your direct question what each question is concerned with.

In the example above,

1. is A
2. is A or C
3. is R.

You now phrase a question to which you will get a reaction, and that reaction you get has to be the reaction of the individual to the *direct* question, but you get that reaction by asking him a different question translated into terms of emotion that will give you his reaction willy-nilly. He can figure his way round the direct question to give

you a PR answer. He cannot help but give you his reaction if you involve his emotions. The direct question does not involve his emotions so that he doesn't give a reaction you can observe clearly as *the* reaction to the question.

Having established your BE, DO, HAVE questions and added your connotations of A, R, C, you can translate the direct question into a survey question that involves his emotions and gives you his reaction.

The examples above could translate as follows:

1. Do you think that increased efficiency in management would bring about a more desirable organization?
2. Would it be more pleasant working within such a framework?
3. Have **YL** envisioned improvements that would occur in Lower Slobovia if Scientology were more widely used?

Now you pre-test the survey mentally, paying attention to dictation and comprehension, rephrasing to ensure adequate communication without losing any of the sense of your question, per the Art formula.

The Surveyor contacts the people to be surveyed, asks his questions and makes notes of the answers given; he also makes sure he notes the reaction. He should write down the *Tone Level* of the reaction to each question. He doesn't handle anything-just the question, recording the answer and the reaction.

Tabulation of the results gives you a majority of reactions on one Tone Level.

You can now design your PR Campaign on a Tone Level half or one notch above that level and be sure to obtain wide agreement, by the rules contained in *Science of Survival*.

Thus the barrier of human emotion and reaction is removed.

The duty and function of PR is to remove the barrier of human emotion and reaction.

You hit at the heart of reaction when you get into human involvement.

You hit at the basic on any production situation when you get into BE, DO, HAVE.

You hit at his emotion when you address his A, R, C.

So you involve him when you get his emotion and thus his reaction.

You can strip off the verbiage in the survey and its tabulation and get a numerical answer (Tone Level figure) for each question.

Different publics can be PRed. Finance Publics for example, as well as Production Publics-sometimes finance people get into conflicts with Production.

PR is always perfectly okay as long as it is real. If not real, it acts as a stop. You find the R by establishing if there is a situation to begin with, surveying to get the Tone Level, figuring out the average response of the group on each question-and design a PR campaign to handle.

There is a 1-2-3 not quite figured out in designing the Campaign. But these are the basic concepts of the science of PR. It covers the field of manipulation of human emotion.

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HCO POLICY LETTER OF 15 JUNE 1972

Remimeo

PR Series 11

**PR AREA CONTROL
THREE GRADES OF PR**

These are the three grades of PR: Perfect PR: GOOD WORKS WELL PUBLICIZED. Inadequate PR: GOOD WORKS WHICH SPEAK FOR THEMSELVES. Enemy PR: BAD WORKS FALSELY PUBLICIZED.

Extracted from LRH Conference Notes by
CS-6
for
L. RON HUBBARD
Founder

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SEA ORGANIZATION

FLAG ORDER 3094
Ship Port Captain's
Office
Div 6 SO Orgs
Flag Div 6

16 December 1971

PRO AREA CONTROL

PRO (Public Relations Office) Area (port and town and country) Control (regulate, start change and stop from cause point) is the basic action of the Port Captain's Office (or Div 6 in an org).

Customs, Immigration, dockmasters, police, officials, town officials, inhabitants, country officials, country inhabitants, and the lines and activities of all these as they affect the ship or org are the subject of "PRO Area Control".

The tech of how this is done is found in the book "Effective PR", the PR Series P/Ls, FOs and FSOs. It is a technology.

The extent of one's PRO Area Control can be measured at once by counting up the points one is not controlling from the Company or org viewpoint and the points one IS controlling. This gives you a ratio like 3 to 6 or one half.

Example: Immigration and Customs are NOT doing what we want. Agents, Dockmasters and Police are. Thus we have 2/3rds effective PRO Area Control.

This is poor, showing a 1/3 failure.

Now the *tech* to apply is a *survey* of all five points to find out, let us say, what they want one to be, what they want one to do, and what they want to have from one. (See FEBC Tape on PR.)

Then one surveys further to find out what problem they are trying to solve by having us be, do, have these things.

This puts us at cause because we can now handle their misinformation, reassure their suspicions and generally increase ARC.

A project to get all required points now known in and followed would now be done and executed.

Result - PRO Area Control.

L. RON HUBBARD
Commodore

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HCO POLICY LETTER OF 5 OCTOBER 1971

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Gdn Office

PR Series 12

PROPAGANDA BY REDEFINITION OF WORDS

A long term propaganda technique used by socialists (Communists and Nazis alike) is of interest to PR practitioners. I know of no place it is mentioned in PR literature. But the data had verbal circulation in intelligence circles and is in constant current use.

The trick is-WORDS ARE REDEFINED TO MEAN SOMETHING ELSE TO THE ADVANTAGE OF THE PROPAGANDIST.

A prime example is the word CAPITALIST. Once it meant "one who makes his income from the interest of loaning money to others". That is still the definition in economics. Through propaganda redefinition a capitalist became a person of wealth who invested in *business* (making him an owner, not a banker) and currently is someone who exploits others, urges war and stamps on workers! In short the word is changing in meaning by the efforts of those who are trying to own everything in the country under the guise of being the workers' friend. Totalitarian socialism must eradicate the private owner in order to grab the property for themselves. Hence, an intense concentration on redefining the word "Capitalist" and "Capitalism".

Many instances of this exist. They are not "natural" changes in language. They are propaganda changes, carefully planned and campaigned in order to obtain a public opinion advantage for the group doing the propaganda.

Given enough repetition of the redefinition public opinion can be altered by altering the meaning of a word.

The technique is good or bad depending on the ultimate objective of the propagandist.

"Psychiatry" and "psychiatrist" are easily redefined to mean "an anti-social enemy of the people". This takes the kill crazy psychiatrist off the preferred list of professions. This is a good use of the technique as for a century the psychiatrist has been setting an all time record for inhumanity to man.

The redefinition of words is done by associating different emotions and symbols with the word than were intended.

The American Medical Association and the National Association for Mental Health in England and South Africa and the "British Psychological Association" in Australia have been working very hard to redefine Scientology in the public mind.

Two things occur because of this-the Scientologists are redefining "doctor", "psychiatry" and "psychology" to mean "undesirable anti-social elements" and are trying to stabilize the actual meaning of "Scientology".

The AMA has even gotten US dictionaries to redefine "Dianetics" as a "pseudo-science from Science Fiction".

Fortunately the public does not respect and is not responding to Mass news

media. Mass news media believes it steers public opinion, but in actual fact can get a reverse effect.

"The capitalistic AMA is seeking to deny the people the benefits of new discoveries such as Scientology because it would eradicate the great profits the AMA makes from the psychosomatic illnesses of the people," would be a statement reversing the reversal of meaning. One has to find, pinpoint and denounce the propagandists to make headway against such an effort of redefinition. One brands the propagandist and blows the effort to redefine, using a steady standard PR campaign to do so.

One can also use redefinition by exposing the effort to redefine.

A case in point is the word "Psychology".

Webster's International Dictionary of the English Language-1829 defines "Psychology: A discourse or treatise on the human soul; the doctrine of the nature and properties of the soul."

Webster's High School Dictionary-1892 "Psychology: The powers and function of the soul."

Merriam Webster's 3rd International Dictionary-1961 "Psychology: the science of mind or mental phenomena or activities; the study of the biological organism (as man) and the physical and social environment."

Somewhere along the way, Man lost his soul!

We pinpoint when and we find Professor Wundt, 1879, being urged by Bismarck at the period of Germany's greatest militarism, trying to get a philosophy that will get his soldiers to kill men. And we find Hegel, the "great" German philosopher, the idol of super-socialists, stressing that WAR is VITAL to the mental health of people.

Out of this we can redefine modern psychology as a German military system used to condition men for war and subsidized in American and other universities at the time the government was having trouble with the draft. A reasonable discourse on why "they" had to push psychology would of course be a way of redefining an already redefined word, "Psychology".

The way to redefine a word is to get the new *definition* repeated as often as possible.

Thus it is necessary to redefine medicine, psychiatry and psychology downward and define Dianetics and Scientology upwards.

This, so far as words are concerned, is the public opinion battle for belief in your definitions, and not those of the opposition.

A consistent, repeated effort is the key to any success with this technique of propaganda.

One must know how to do it.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 DECEMBER 1971
Issue II

Remimeo Div 2 Hats Div 6 Hats PR Cse Checksheet

PR Series 13

HOW TO DO A PR SURVEY

SURVEY means "a careful examination of something as a whole and in detail".

The word "survey" as used in Public Relations terminology means to carefully examine public opinion with regard to an idea, a product, an aspect of life, or any other subject. By examining in detail (person to person surveying) one can arrive at a whole view of public opinion on a subject by tabulating highest percentage of popular response.

The purpose of this Policy Letter is to describe the two most important aspects of surveying so that 100% successful results can be obtained every time. Though there are many different *types* of surveys, the method used is the same. The two components of surveying are:

- I . The Mechanics of doing the survey itself.
2. The Beingness of the surveyor.

THE MECHANICS

The actions involved in doing a survey are simple and few. The first thing you do is establish the questions you are going to ask into the public to find out what is wanted and needed, popular or unpopular or whatever. Creating the survey questions is a technology in itself and is covered primarily in HCO Policy Letter 2 June 1971 *PR Series No. 10*.

After the questions are established they are mimeoed on survey forms or typed on a piece of plain paper for the surveyor to refer to. If one were doing a survey in a city where large numbers of people are interviewed the survey forms might be most practical. However, all that is needed for most surveys is a clipboard with plenty of plain paper and several ball point pens. The survey question page is then placed on top of the pad of paper and flipped back while taking notes of the interview.

The only materials needed for a survey are several ball point pens (so running out of ink in the middle of the survey doesn't cause interruption), plenty of paper and a clipboard.

To begin a survey, you simply walk up to a person and in a friendly manner introduce yourself (if a stranger) and ask to survey them. If additional R-Factor is requested, it is given and then the survey is begun.

Ask the person the first question, flip back the question page and take down the answer. Be sure to number the answers corresponding to the question number being asked. You needn't write down every word as the person speaks to you but get the most important points. You will find, after practice surveying, you can write almost everything down.

After the person has answered the first question, thank him or her with good TRs

to acknowledge that comm cycle and go to the next question. All you have to do is BE THERE, be INTERESTED in what the person is saying, and take down his answers.

At the end of the survey thank the person very much. The person will most likely be thanking you by this point as people LOVE to be asked their opinion of things. And having another terminal grant beingness to this and listen attentively is a rare and valuable experience to many.

Then go to the next person and repeat the same procedure. This is all there is to the mechanical action of surveying.

The final tabulation of a survey is very simple. The following data was written and compiled while conducting an Ethnic Survey.

- 1 . Count all the surveys.
2. Establish various categories of answers for each question by listing answers briefly as you go through the surveys.
3. Soon you will be able to merely mark a slant by each category. the slant meaning one more answer of a similar nature.
4. Then you total the answers given for a particular category of answer. Let's say you had 1,500 answers of a similar nature to one question and your total number of surveys is 2,500. This means 60% gave that similar type of answer (1500).
2500
5. You then list each question and under that question list the categories of answers and the percentage from the highest to the lowest.
6. The only mistake you can make is not to realize the similarity of answers and so have a great diversity of categories.

BEINGNESS OF THE SURVEYOR

Just as an Auditor has to have his TRs in, has to abide by the Auditor's Code and BE there as a terminal for the pc to communicate to, so must a Surveyor.

Outward appearance of the surveyor must be clean, tidy, and the dress ethnically acceptable for whichever public is being surveyed.

A successful surveyor must have a high affinity for other beings-friends or complete strangers. A friendly NATURAL approach to people is required. A sincere smile and good TRs is the door opener. And CONFRONT. You have to reach out to complete strangers and get them interested in themselves enough to let you know where their Reality is at so you can help them.

This is completely natural to any trained Scientologist anyway. A Scientologist knows the formula of communication, knows to grant beingness to another, and that ARC = Understanding. With these factors and the basic TRs in, the person being interviewed will feel relaxed about communicating his ideas and Realities.

This is all there is to surveying, and you will be amazed with the results attained!

Listed below are some DON'TS just to make sure possible pitfalls are known about and avoided.

- 1 . Don't dress in an unclean or unethnic way. That would automatically make you unwelcome.
2. Don't be short of materials and have to fumble for a pen or survey form. The person might walk off from you in the meantime if you're doing a survey on the street.

3. Don't be backward or shy. Would make you look unconfident of your own product or purpose for being there.
4. Don't overwhelm with forceful overzealous approach or comm.
5. Don't be over-serious, or on the other hand giddy. Anything phony is absolutely detrimental.
6. Don't do socially unacceptable practices like chewing gum loudly, biting your fingernails or any one of dozens of other little annoyances.
7. Don't be in too much of a hurry. The person must feel you CARE about what he feels and thinks.
8. Don't be propitiative or the other extreme condescending. Be YOURSELF, in valence and confident.
9. Don't cut a person's comm or be gruff in any way.
10. Don't act super-sweet either. Be *friendly* and BUSINESSLIKE-

As a matter of interest, there is a certain PR textbook which describes a method of surveying called "depth interview". It is said that this method takes highly trained interviewers and skilled analysts.

Now these fellows think a successful surveyor needs *years* of training of some kind or another

But because you have the technology to UNDERSTAND the basics of the mind, yourself and other people, you accomplish what seems miraculous by any other standards.

The miracles of Survey results are easily attainable and *valuable*. But don't be surprised if other people still think you're a genius.

LRH Personal PRO for L. **RON HUBBARD** Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 7 JANUARY 1972

Issue 11

Remimeo
ED Hats
Div 2 Hats
Div 6 Hats
PR Cse Checksheet

PR Series 14

CREATING SURVEY QUESTIONS

The purpose of this policy letter is to fully document how survey questions, to evoke human emotion and reaction, are derived. Included are examples of actual surveys done, showing the SITUATION, the SURVEY. QUESTIONS, the SURVEY RESULTS and resulting PR PROGRAM to handle. A good many of the surveys were done within the org to find human emotion and reaction barriers to production amongst staff members. The examples are given in chronological order so that one may see how the survey and PR technology was evolved by Ron during the years of 1970 and 1971.

SURVEY EXAMPLE I SITUATION:

Due to various causes, morale is not what it should be aboard.

The full intention of Command is to have things running smoothly and safely for all hands.

Major Target: To interview each individual crew member and obtain his honest state of opinion regarding his post and issues.

Vital Targets:

1. Not to interrupt the work of or worsen the situation.
2. To improve matters by survey.
3. To obtain data so that a new sensible reality can be established by PR programs.

Primary Targets:

1. Provide yourself with paper, clip board and ball points.
2. Work at this at optimum periods.

Operating Targets:

1. To approach persons individually. Draw them out of groups.
2. Just listen and prompt and question. Don't interrupt or interject. Don't comment on what they say to them.
3. Make useful, not necessarily voluminous, notes.
4. Cover each question.
5. Excerpt results.
6. Design programs to handle what is found. **QUESTIONS AND RESULTS:**
Survey R-factor - The Commodore wants your opinion on certain matters to help handle them.

A) What do you feel command intention really is? 33% 1. Clear the Planet.
31% 2. Something planned from Source or high org executive to be carried out by staff members.
16% 3. Everyone doing his job and getting the show on the road. 7% 4. Well trained crew in tech, policy and seamanship.

5% 5. Provide safe environment so **LRH can get** on with his research. 5% 6. Successful management of outer orgs. 3% 7. Miscellaneous.

B) What do you feel you should know more about to get your job done?

30% 1. Tech, Policy and Seamanship.

22% 2. OEC Policy.

20% 3. Specifics relating to hat.

14% 4. Nothing in particular.

9% 5. More briefing re: schedules and Flag Org actions with outer orgs.

5% 6. Scientology tech.

0% 7. Miscellaneous.

C) What do you really need to get your job done?

32% 1. Nothing in particular.

20% 2. More training.

17% 3. Specifics pertaining to hats.

13% 4. More time (without arbitraries and distractions).

8% 5. More personnel.

7% 6. To be left alone to get on with it.

3% 7. More briefing of ship schedules for planning work cycles.

D) What would you like to see us doing? 31% 1. Expanding Scientology around the planet. 21% 2. Group co-operation and co-ordination. 16% 3. Crew getting trained and OT. 14% 4. What we are doing. 13% 5. Moving more and to different ports. 3% 6. Getting stats up in outer orgs. 2% 7. Miscellaneous.

E) What changes should occur?

30% 1. What we are doing is good.

24% 2. More expansion in the field for more flow of recruits to Flag.

20% 3. More trained personnel in tech and policy.

13% 4. More briefing of the crew on Flag Org operations.

7% 5. Specifics relating to post.

4% 6. No opinion.

2% 7. Miscellaneous.

The following is an item from the Flag Orders of the Day with regard to one tabulated survey by LRH.

FRI 24 April 1970

"SURVEY

The survey of the Ship's Company purposes and opinions; has been completed and all hands are thanked for their contribution to it.

Results will be issued in due course.

There is an astonishing similarity in the answers which demonstrates we are all of similar opinion on vital questions. It discloses there is far less dissidence in the company than might have been supposed.

We are a true group.

The survey will be of great use in future planning.

LRH, COMMODORE"

SURVEY EXAMPLE 2

SITUATION:

'INJURY SURVEY

Please interview the 5 people recently injured to discover what's going on?
I've never had any injured people like this.
All in this port.
See if you can 2 way comm it and get some common denominator.

Love,
Ron"

RESULTS:

The Common Denominator found followed this pattern:

1. EXTERIOR at time of injury.
2. Attention OFF the body.
3. Physical contest being engaged in.
4. NO PAIN involved (though 2 needed stitches!).
5. NO MISEMOTION at having injury, mild interest only.
6. A feeling of POWERFULNESS prior to injury.

Following is an item entered in the next day's Orders of the Day by LRH.

4 June 1970

'INJURIES

Those recently injured were not PTS. Survey showed they were exterior and feeling powerful and didn't watch where they were sending the body.

LRH, COMMODORE"

SURVEY EXAMPLE 3

SITUATION:

& cross-section survey is needed on *what we are thought to be aiming for*.

QUESTIONS AND RESULTS:

1. What is your conception of what we are doing currently?
 - A) Getting the ship's company trained up in specialist seamanship and then admin functions.
 - B) Getting Scientology tech fully back in use and orgs running smoothly.
2. What is your idea of the ideal we are working towards?

Immediately - smooth running Sea Org and Scn networks.
Ultimately - a clear and sane planet.
3. What is being done to achieve it?

Strengthening ourselves internally while keeping our external lines operating.
4. Do you feel we are making it?

Yes!
5. Does anything need to be changed so we can make it faster?

More training.
More processing.
Any counter intention removed.
More promotion.
Faster and wider acceptance of Scn.
6. When do you think we will make it?

Current ship programs	2-6 months.
Scientology org programs	1-2 years.
Manetary Scn influence	2-5 years.
Real Planetary control	10-20 years.

An LRH OODay item of the next day comments on the survey results.

24 June 1970

"SURVEY

The cross-section survey just done regarding what we are doing showed 'very good results, and the answers were quite consistent'.

We sure have group agreement on what we are doing!

There were very good indicators on this survey. There was an overall feeling of confidence among all those surveyed (a 28 person cross-section of the ship),

There was confidence that we are progressing on a steady and positive uptrend and that the next few years will show monumental victories in our favor.

LRH, COMMODORE"

BREAKTHROUGH

During the month of January 1971 LRH made a major advance in the subject of PR and surveying. That is-PR Surveying in combination with the Tone Scale tech. He discovered the BASIC LAWS of PR as contained in PR Series 10. Thus, ONE SURVEYS TO FIND THE REALITY OF A PERSON ABOUT SOMETHING. The person's Tone Level about this subject is noted. This tone level establishes the Affinity or lack of, the person has about the subject. Emotion is A. A is the Tone Scale. (NOTE: The person's tone level *toward* the SURVEYOR and *about* the SUBJECT may be two entirely different tone bands so don't get them confused. The person may be in Enthusiasm *toward* the Surveyor but Antagonism *about* the subject being surveyed. It is the latter tone level which is of value. People don't just have a tone. They have a tone *toward* something.)

You survey to determine the R (reality) of each person so as to raise the A about the subject through the PR campaign.

You're looking for agreement. This is the key to SALESMANSHIP. To get agreement you come down to the point where the guy will agree with you. You determine the R (reality) they agreed with. Translate this into A (affinity tone). R is monitored by A attitude. You then raise the R $\frac{1}{2}$ to I tone band and this establishes the C (comm) level.

The following item by LRH in the Orders of the Day of 25 Jan 71 summarizes this.

"PR

Some more PR data has been developed. The same public varies by Continent.

One tests the tone with R questions, reads the A off the Tone Scale, develops the program at the A half a tone above and uses the R of that tone. R to A, up half, A of that to new R desired. Gives one the Pgrn that *Communicates*, raises tone.

A survey of a tone must be a tone *about* something.

See *Science of Survival's Chart of Human Emotion*. Read the book. The new and future bible of PR followed by 8-8008 for the graduate PR expert! Finally came into its own!

LRH, COMMODORE" 25.1.71

On 18 January 1971 Ron made a tape entitled PR *Becomes a Subject* which outlines the basic laws of PR. An excerpt follows.

"PUBLIC RELATIONS IS FOR THE HANDLING AND CONTROL OF HUMAN EMOTION AND REACTION.

IT'S A THIRD DYNAMIC TECHNOLOGY.

So how do you make up survey questions? It's simple. You get three questions: One is the equivalent of BE, one is equivalent of DO, one is equivalent of HAVE. BE, DO, HAVE-three questions. Above and below it you could have a couple of null questions. You're trying to find out if somebody on the assembly line likes automobiles. He's building them, does he like them? Well, that's an easy one because it's already a human emotion. 'Do you like automobiles? Well, let's find out if he's going to work on the assembly line. Let's make it a little bit tougher. Now we're going

to find out 'Are you going to work on the assembly line?' Alright, we go around and say 'Are you going to work on the assembly line?' and the guy says 'No' and the next guy says 'Yes' and so forth ... you get no place. So

THEREFORE, YOU TAKE THE QUESTIONS YOU WANT TO KNOW ON THE SUBJECT OF BE, DO, HAVE AND YOU ENCODE THEM INTO HUMAN EMOTION USING THE ARC TRIANGLE.

We don't care whether you put A or R or C after each question.

YOU'RE GOING TO TRANSLATE THE BASIC QUESTION THAT YOU KNOW INTO HUMAN EMOTION IN ORDER TO OBTAIN INVOLVEMENT AND YOU IMMEDIATELY HAVE INVOLVEMENT.

So you get the true answer, don't you? But the target of your subject is of course the control of human emotion and reaction. So if that is the case, then you would have to have involvement in human emotion and reaction. So how do you put this question together?

THIS SUBJECT IS THE CONTROL OF HUMAN EMOTION AND REACTION, SO THEREFORE THE QUESTIONS OF YOUR SURVEY HAVE TO BE WHAT YOU WANT TO KNOW TRANSPORTED OVER INTO A HUMAN EMOTION AND REACTION. BE: 'Do automobiles exist?' translated once across for an A, is 'Do you like automobiles?' Now you will get then an emotional response which can be plotted. Now why all this? Because

THE PRIMARY BARRIER TO PRODUCTION IS HUMAN EMOTION AND REACTION. THAT'S THE PRIMARY BARRIER TO PRODUCTION.

All at once we know where PR lives.

THERE'S ITS USE. NOT IN GETTING SOMEBODY TO BECOME A MAN OF EXTINCTION BY DRINKING SEAGRAM'S WHISKEY TO AID AND ASSIST ADVERTISING WHICH WOULD BE A MINOR USE, BUT ACTUALLY TO SOUND OUT THE PUBLIC TO WHICH THE CAMPAIGN IS ADDRESSED SO AS TO HANDLE THE HUMAN EMOTION AND REACTION.

Now to trace it back through. The basic law that we're involved with then is: *The primary barrier to production is human emotion and reaction.* Public relations is the technology of handling and changing human emotion. handling and controlling human emotion and reaction.

SO YOU HAVE TO FIND OUT WHAT IS THE HUMAN EMOTION AND REACTION SO YOU GET AN ENCODING OF THE QUESTION, THREE QUESTIONS, ONE BE, ONE DO, ONE HAVE. YOU TRANSLATE THOSE OVER INTO AN EMOTIONAL QUESTION BY ADDING THE ARC TRIANGLE. YOU PLOT THAT NOW. YOU GET YOUR HUMAN EMOTIONS IN RESPONSE TO THESE QUESTIONS. YOU ADD THEM UP. YOU PUT YOUR PROGRAM TOGETHER AGAINST THE TONE SCALE, ONE HALF TO ONE BAND ABOVE. YOU WILL HAVE A PRETTY UNIFORMLY SUCCESSFUL METHOD OF REACH.

SO WHEN ALL SEEMS TOO GRIM AND YOU CAN'T SEEM TO GET YOUR POINT ACROSS AND YOU CAN'T SEEM TO GET YOUR PRODUCT AND IT JUST WON'T ORGANIZE THAT WAY, THEN YOU DO HAVE A TOOL AND THAT TOOL IS CALLED PR. AND IT HAS ITS OWN TECHNOLOGY AND WE HAVE MADE A BREAKTHROUGH IN THIS SUBJECT."

EXAMPLE

As an example of this, let's pretend we want to survey HCO. The ED of the org has an idea not a person in HCO is hatted, though a major product of HCO is Personnel Hatted. In this HCO there may be some counter-opinion re getting hats on. The implementation of policy of Management is the first line of PR.

We're trying to obtain data to popularize and remove barriers from hatting. It may very well be hatting is the least popular function of HCO.

Developing the Survey Questions

1. You make a statement of a possible situation. (ie: It may be hatting is the least popular function of HCO.)

2. You then think up several BLUNT, head-on type questions.

- BE: What is your hat?
- DO: What do you actually do?
- HAVE: What is your product?

3. You then convert those questions so you get a HUMAN ELEMENT. In that way you get an involvement. A PR question must always contain a "human" or "being involvement".

- BE: Are you interested in your hat?
- DO: Do your duties align with your own purpose?
- HAVE: Do you consider your product contributes to the group?

A further question encoded could be:

DIRECT: Are you being trained in your Hat?
to

ENCODED: Do you find the training you are getting on your hat interesting?

The purpose of this survey would be to obtain data to popularize and remove the barriers from hatting.

Re: *PR OD UCTION*

VALIDATION OF ACCOMPLISHMENT IS GARDEN VARIETY PR.

ONE RULE ABOUT A PRODUCTION OFFICER IS HE HAS TO WANT THE PRODUCT BEFORE HE GETS IT.

THIS IS HUMAN EMOTION AND REACTION,

Policy interpreting-wise, does the group want the product?

Thus there is the:

- 1 ADMIN approach, which the Org or Production Officer uses which is a straight question. (ie: What is your hat?)
2. HUMAN (or PR) approach, which is used by the PR man to find basic desires and **OPINION**. (ie: Are you interested in your hat?)

YOU HIT AT THE HEART OF THE RESISTANCE-TO WHEN YOU GET INTO THE HUMAN INVOLVEMENT.

The Key PR Datum is of course THE GREATEST BARRIER TO PRODUCTION EFFICIENCY IS HUMAN REACTION. and

A LOW PRODUCTION AREA IS OUT-MORALE BECAUSE IT IS LOW PRODUCTION.

IF YOU CAN NURSE IT UP TO PRODUCTION. YOU HAVE MORALE.

SURVEY EXAMPLE 4

SITUATION:

A survey needs to be done in Department A to find out who or what keeps the area upset.

DIRECT QUESTIONS

- BE 1. Do you want your job?
- DO 2. Are you doing your job?
- HAVE 3. What is wrong in Dept A area?

ENCODED QUESTIONS

- BE 1. Do you enjoy your post?
- DO 2. Are you having any difficulties on your post?
- HAVE 3. What changes are needed, if any, in the Dept A set-up?

RESULTS:

10 staff out of 17 had good indicators, were willing, having wins and creating their posts.

The other 7 were to varying degrees conservative about their posts, having minor difficulties and upsets.

It was found that unstabilization was coming from external sources to the division. I.e. HCO (1) allowing frequent personnel changes and (2) not ensuring the area was hatted.

HANDLING:

These two factors were gotten in on HCO from an exec level and the Dept A area stabilized remarkably.

SURVEY EXAMPLE 5

SITUATION:

3 or 4 days ago an urgent order was given to (area). It was not done and the situation went unhandled, causing severe overload to staff in the area.

We are looking for an attitude of defiance and one or more attitudes of helpless child.

RAW QUESTIONS

1. What hat are you wearing actually if any?
2. Why didn't you handle your post in this emergency?
3. Are you unwilling to have fast lines and stats?

ENCODED QUESTIONS

Affinity

Tone I . Did you like the hat you were assigned?

Affinity

Tone 2.What did you feel about the situation?

Affinity

Tone 2A. What was unpleasant about it?

Communication

Tone 3. How do the present (area) lines compare with the early ones we had?

RESULTS:

Various terminals in the area were found to be antagonistic and some apathetic, Others were found to have realized their failure to handle the situation that had occurred and had taken steps to prevent reoccurrence.

By isolating these factors it was then possible, by keeping a close eye on the area for the next few days, to observe further instances of non-compliance and resistance to handling the area. In which cases additional actions were taken as necessary to hat and handle confusions and non-compliance.

SURVEY EXAMPLE 6

HCO needs further data for posting personnel optimumly in two divisions.

QUESTIONS:

1. When you need to know how to do something whom do you ask?
2. Who gets the most done?
3. In the div whom do you feel the most secure about?

RESULTS:

The most upstat of the two divisions answered the questions as follows.

Average Tone 4.0-20. 0

Q 1 A) my immediate senior
B) a reference book
C) figure it out myself

Q2 A) we all do!
B) our division
C) the same for all of us

Q3 A) our div head!
B) all the guys in our div
C) myself and the rest in our div.

The less upstat, less productive, low morale division answered accordingly.

Average Tone 2. 0

Q I A) try to find out for myself then ask the div head
B) look in a book

Q2 Two of the most junior staff in the division named

Q3 The div head, then the two junior staff members as named in answer 2 (the dept heads not mentioned).

RESULTS:

This survey confirmed the success of the productive division as having stable leadership from the div head, staff who were enthusiastic about their jobs, high morale and continually training on their posts. The div as a unit worked with tremendous team spirit. The downtone, poor production division had an unhappy senior with downtone unstable department heads. There was no team spirit in this div and little if any post training actions. The most stable terminals in this division were two junior staff members who had enthusiasm for doing their posts and who trained in their study time to increase their abilities.

HANDLING:

Thus HCO then knew (regarding the unproductive division) who to look to for future exec material, and who would then bring this div to a high operating standard. And HCO knew what area to concentrate on most heavily with hatting.

Needless to say nothing was changed in the productive division. As its production increased even higher, it was allotted additional personnel.

SURVEY EXAMPLE 7

SITUATION:

Some staff members' APPEARANCE not up to an acceptable standard. Information needed-the Tone Level average on the subject of **APPEARANCE** so that a PR program can be formulated and launched at an appropriate Tone Level to reach the Reality of offenders.

ENCODED QUESTIONS

BE Do you feel good about having a professional looking appearance?

DO How would you like to dress for your job?

HAVE What would be the advantages of the group being sharply uniformed?

RESULTS:

It was found that staff were strongly interested (3.5) in having good appearance. The main outpoint was lack of uniforms available.

So an Enthusiastic campaign to co-ordinate uniforming of the crew was the answer.

SURVEY EXAMPLE 8 SITUATION:

Personal and org premises not as CLEAN as should be. Attitude and tone level toward cleanliness required so a suitable PR program to upgrade standards can be carried out.

ENCODED QUESTIONS

BE Do you enjoy being very clean?

DO Do you find it more difficult to maintain personal cleanliness on a ship than where you have lived ashore?

HAVE Is the standard of others' cleanliness, personal and living space acceptable to you?

RESULTS:

A cross section survey was done and the average tone level with regard to cleanliness was 2.0-2.5 (antagonism to boredom).

Of those interviewed, various justifications were given by those who didn't keep clean, and these people even admitted they were justifications. Some even admitted to pure laziness.

Among those surveyed who do keep clean, there was the desire to be clean.

Several "un-cleans" invited stricter discipline to keep the standards up.

Therefore what was wanted and needed was more 8-C. The PR program thus derived was firmer HCO enforcement of hygiene and cleanliness. This was a successful campaign with good results.

SURVEY EXAMPLE 9 SITUATION:

Wherewithal. Staff members not adequately aware of their responsibility for org viability and income.

Reality and tone level toward this subject needed establishing so further action could be taken to educate staff on the subject of org viability-

ENCODED QUESTIONS

BE How do you feel about the group making its own way?

DO What can be done to ensure the group has lots of money to work with?

HAVE When do you think you'll be receiving full bonus awards?

RESULTS:

The average tone level of those surveyed was 3.5 (strong interest). There was a high degree of Reality and agreement that the group make its own way.

Therefore to support this agreement, the recommendations of a recent B of I on the subject of Finance were endorsed. This was to place a 6' X 10' graph in HCO reception showing weekly org income. This enabled all staff to see org viability and to feel more at cause over wherewithal by producing on their own posts.

SURVEY EXAMPLE 10 SITUATION:

ETHICS. A general attitude and tone level with regard to the subject of Ethics desired.

ENCODED QUESTIONS

BE How do you feel about Ethics?

DO How do you use Ethics?

HAVE What is the advantage of working within a group which has an Ethics System?

RESULTS:

Average tone level on the subject of Ethics was found to be in the 2.0 or antagonistic range. The human emotion and reaction was found to be toward Courts of Ethics being printed in the Orders of the Day. This was driving many of the crew into Resentment, Anger and Fear to read these notices first thing in the morning in the OODay. In addition, the tone level of the notices themselves was written a tone *below* the average tone of the group re Ethics which was causing a doubly reverse effect.

Therefore, as a PR measure, the Ethics Officer was informed of this and instructed to print Courts of Ethics on HCO Conditions Orders, not in the OODay. The Ethics Officer was also briefed on the Tone Scale. From then on Ethics Orders were written up in a conservative manner simply stating the facts with no additional HE and R included.

This was a very successful measure and group morale rose on the whole at least one tone level higher than before on the subject of Ethics.

SURVEY EXAMPLE I I

SITUATION:

Execs are needed. Those presently on post are not all capable.

The PR survey questions must detect-

- BE Other Status-Status as defense. *Been* something else. IS something else?
- DO Other *In volvem*ent -Involvement in other things or things that don't matter or involvement in contrary actions to a post. Problems would come up.
- HAVE Scene-(omitted or false)-what does he know about it, how real are his data. Representation. Execs fall into two categories.

- (a) Those who will assume the status or forward the doingness or enhance the scene toward Ideal.
- (b) Those who defend status, have other involvement and have an omitted or falsified scene.

Category A build things into a smooth prosperous org.

Category B wind up with an omitted or perverted org.

Sample Survey Questions

- 1. What would be the most ideal post to have if you had total choice? Or what type of life best suits you?
- 2. What problems or situations would you find easy to handle? Or, what should you be working on? Or, what are you working on?
- 3. How are things really in your area? Or, what is the org really doing these days?

QUESTIONS USED

- STATUS 1. Is there a post you would like to hold sometime in the future for which you feel ideally suited?
- INVOLVEMENT 2. Are you having any problems getting done what you are working on now?
- REPRESEN TATION 3. How is your org presently doing on an overall basis?

RESULTS:

The results of this particular survey showed the tone level of the org execs to be GRIEF. In addition, at least half the execs surveyed volunteered that they really didn't

want to be an exec at all, but would prefer to be in a worker position.

The WHY of the org's down statistics was neglect of implementing LRH policy, EDs and projects in the org on the part of the execs.

Short range and immediate handling was to post an LRH Comm in the org who forced in compliance to LRH orders and policy. Long Range handling was to move into exec positions, junior staff members who were ambitious to hold an exec post competently and to move off the unwilling execs into junior areas where they could produce well until ready to again resume a more senior position.

SURVEY EXAMPLE 12 SITUATION:

The Founder wrote a test statement of the meaning of Scientology to be used as handouts for new public.

A survey was done of Scientologists locally to establish popularity of the statement and check for agreements or disagreements.

QUESTION:

A direct question used. "Please read this statement and tell me what you like or dislike about it.!"

RESULTS:

For the survey, each sentence of the statement was numbered. On the tabulation, beside the number to each corresponding sentence, was written the percentage of endorsements of that sentence or suggestions for improvement.

Several of the words and phrases in the statement were thus changed or re-arranged slightly to make the statement totally acceptable. This amended version was then re-surveyed and the results confirmed complete endorsement.

As a further measure to ensure the statement reaches the Reality and Ethnicity of the broad public a limited number of issues of the statement are being tested on the street to raw public and any disagreements noted. Results of this are not complete as yet, however the tabulation and correction procedure would be the same as the previous example. Any words or phrases which may meet with resistance or disagreement in a high percentage of those public surveyed would be noted and amended to suit the public Reality for most effective communication. As this statement is written for broad public issue, it is therefore imperative to ensure the message is written in such a way as to have impact and acceptability in its presentation.

SURVEY EXAMPLE 13 SITUATION:

Population Survey. The purpose of this survey-to find out the Reality and tone level average of an entire city so that the org could promote and deliver to this Reality.

4800 people in a city were surveyed in a few days by several org members.

QUESTIONS AND RESULTS:

1. What are you trying to achieve in life?
Happiness 32%
Good jobs-Careers 10%
2. What worries people most?
Money 24.4%
Other people 15.1%
3. If these things were resolved what would happen?
People would be a lot happier 19%
Better world to live in 15.2%
Tone Level = PAIN, ANTAGONISM

The following two telexes were sent to the org by LRH and CS-6 in response to the survey results:

"9 Dec 71 Relay C/O USLO Relay C/O Boston ELATED BY SURVEY. FURTHER DATA NEEDED BUT BEAUTIFUL FOR PCs STUDENTS.

LOVE = RON"

"PR OFFICER BOSTON DAVE. GREAT. NOW QUICK GET ANOTHER SURVEY. QUESTIONS '(1) WHAT MAKES PEOPLE UNHAPPY? (2) HOW DOES THAT AFFECT PEOPLE? (3) IF THAT WERE RESOLVED WHAT WOULD HAPPENT CONDUCT SAME PROCEDURE AS BEFORE. WELL DONE. LRH PLEASED. NOW NARROW DOWN.

LOVE DIANA"

The results of this additional survey were:

- I. What makes people unhappy?
Other people 28%
Not getting what you want 17.4%
2. How does that affect people?

Depressed 28%
Unhappy 11%
3. If that were resolved what would happen?

People would be happy 37%
Miscellaneous 10%
People would get along better 8%
Better world-better place to live in 8%

TELEX

"C/O BOSTON PR OFF BOSTON From your surveys, the following promo pieces are indicated.

I. A way to happiness is to urge other people to get processed.

INTENSIVES

IA. To handle other people become a pro auditor and change their lives.

ACADEMY COURSE

2. To be happy and stay happy get processed.

INTENSIVES

2A. Understand the mind and life fully. Become a Pro auditor.

ACADEMY COURSE

3. Get rid of your money worries.

MONEY PROCESS

4. You have to be able to handle other people in order to hold your job. If you've got a job and can't influence people around you you're not likely to succeed. Be successful and able to handle others. Get trained.

TR COURSE

HQS

NON PRO AUDITORS COURSE

5. Make all your past education totally available to you and shoot up your IQ so you can use your education and hold your job.

WORD CLEARING

6. Scientology itself is a career. It will help you establish yourself in handling other people working on the job you're on.
PROFESSIONAL AUDITOR TRAINING
ACADEMY COURSE

7. Be happy getting what you want by being trained to handle other people and be persuasive, etc.

TR COURSE
HQS
NON PRO AUDITORS COURSE

8. Scientology is a mission to make the world a better place. Be a Scientologist to make a better world,

TR COURSE
HQS
NON PRO AUDITORS COURSE

9. Make other people happy. Get trained.

TR COURSE
HQS
NON PRO AUDITORS COURSE

Above are I I separate continuing campaigns. We'll settle for 1% happy because of Scientology. Love = CS-6"

THE TONE LEVEL OF ALL THE PROMO WRITING AND PRESENTATION **WOULD BE CONSERVATISM = 1**
TONE ABOVE ANTAGONISM (the level found by survey).

The Boston Org Survey is interesting as it shows a cross sectional Reality level of an entire city! Survey results (Reality and Tone) would vary in different cities, countries and continents. So each org in surveying its own area would create its promo slanted to a slightly different Reality. And the Scientology services offered would correspond to what is most wanted and needed by the public.

SPOTTING TONE

After one has mastered the technique of creating survey questions, the only remaining expertise necessary is accurately spotting tone levels.

The PR man's bible is of course *Science of Survival* and the *Hubbard Chart of Human Evaluation* and the book 8-8008. These materials must be read and thoroughly understood. There is also a tape available from Pubs DK called *The Tone Scale*, recorded in 1955. On the opposite side is *Moving the Pc up the Scale*, recorded in 1952. Both sides contain invaluable information. Other materials are HCOB 6 February 1960 *Effect Scale* and an absolutely essential HCOB revised 15 Nov 1971, *TONE SCALE IN FULL*. Also *The Auditor* World Wide No. 60 is devoted entirely to the Tone Scale. The way to drill yourself on observing and quickly spotting tones is to read and apply HCOB 26 October 1970 *Obnosis and the Tone Scale*.

To gain proficiency one can do two simple drills.

1. Walk around and spot people on the Tone Scale. Just say (to yourself) what tone level each person is at until you feel confident that you can tell instantly where any person is on the Tone Scale. An important datum to grasp is that there is a (1) Social Tone and (2) an actual Theta Tone. And these can be two entirely different tones widely apart in range. This is because a human body is between 0.0 and 4.0 only. A thetan, however, can be anywhere from -40.0 and below to +40.0 and infinitely higher.

Thus a thetan can be way way below death on the Tone Scale and yet his social tone may *appear* to be somewhere around Conservative. But this is where you must be an excellent observer. The person may sit there and conservatively tell you how he just must control bodies in order to get along. He may not say these *exact* words, but

amazingly enough you'll find this really happens. Or the person may go on about how he regrets doing this or that and how it's all someone else's fault-well you know he's at Shame, Blame, Regret as a thetan at this point. Yet he or she may at the same time be weeping into a handkerchief. In this case the (1) Social Tone is GRIEF (.5) and the (2) Thetan Tone -0.2 to -1.3.

2. Another drill to do is to walk around until you find somebody at a specific tone level. Decide to look for someone at 1.5 for instance. The first person you run into with face flushed from shouting and fists clenched, BINGO you've found your 1.5. Then pick another tone and go from there. If the person you saw at Anger was also hitting another, then you would know the person was at 1.5 Socially and -1.0 Blame (or punishing other bodies) as a Thetan.

CONCLUSION

As you can see, the technology of PR Surveys and the Tone Scale in handling and controlling human emotion and reaction is an incredibly Powerful tool.

By putting this technology to use on a personal basis you can literally be in control of your environment on at least the first three dynamics! And Scientologists (particularly Scientology staff members) have a monopoly on the entire subject. If there was ever a way to "win friends and influence people", this is it. We as Scientologists are continually jolted by the primitive nature of the general populace around us. So by establishing the local Reality and Tone we can at least present ourselves and our product in such a way as to be accepted, and then we can bring people up the scale from there.

Gone are the days of hit-and-miss promo, and by-guess-or-by-God public events. We now have the know-how to hit the exact target every time. We now have, thanks to Ron, another beautiful tool for UNDERSTANDING.

Data compiled by LRH Personal PRO from Notes, lectures, books, policy, bulletins, tapes and guidance by L. RON HUBBARD Founder

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Remimeo
Div 6 Staff
PR Cse Checksheet
Staff Hat
Div 2 Hats

PR Series 15

POPULATION SURVEYS

Division 6 specializes in human emotion and reaction -handling it, capturing and controlling it. They get the raw public flooding into the Org for service. They deal closely with the live wire of public response.

A Division 6 by reason of the above has to know WHAT the public will respond to. Without this key datum it can be hell, going around in circles. trying one action after another, hunting and punching with maybe success, maybe disaster but nothing predictable for sure. It becomes a matter of luck stumbling down a blind alley. There is no reason to suffer this way by trial and error and years of hardship not only for Div 6 but the whole Org. All you have to do is:

FIND OUT WHAT THE
PUBLIC WANTS AND
CONSIDERS VALUABLE.

If you promote and deliver what the public wants and considers valuable, you will get public response and by this simple action you are bringing the Org out of non-existence with the public. It then becomes a very easy matter for Div 6 to do its job-pushing and promoting what is wanted with guaranteed response and people flooding into the Org.

The public will only respond to what is real to them. Here we are centuries ahead of our time and we have even solved death. We can handle anything a person desires from A-Z. We hold a monopoly as the only workable mental technology on the planet and for that matter-the universe. We are incredible. How could we be real? We are unbelievable-

WHEN YOU ARE TOO
INCREDIBLE YOU
BECOME INVISIBLE.

If you found out what the public wants and then sell and deliver it you will overcome this reality gap and become real and credible to the public. What they want is real to them. If you deliver what they want-you are real too.

Guessing at public reality levels and what they may consider valuable is complete folly. One can sit guessing for a hundred years and not come up with the right answer. Philosophers in their ivory towers never arrived at any real philosophies. Why should a person sitting behind a desk arrive at any real conclusions on public reality levels and considerations? Guessing can be expensive and when you find yourself guessing:

STOP GUESSING
AND START SURVEYING.

Sometimes one can be totally amazed and taken by surprise at what comes up in surveys. One can make some real discoveries through surveys. If data was ever dependable, it's the data from a survey. A survey is safe and reliable when all else fails. It is not worth making expensive mistakes when you can do a survey and be right the first time.

Publics are different area by area, city to city. What may be so by survey of one area may not be true of another. Surveys also go out of date as trends change. Always survey the population in YOUR area and survey it REGULARLY.

HOW TO DO IT

A Population Survey is very simple to do. All you are trying to find out is what

the public wants and considers valuable. This is a scientific way of finding out.

The Questions:

They are exactly verbatim as follows:

1. What are you trying to achieve in life?
2. What worries people most?
3. If these things were resolved, what would happen?

R-Factor: If asked, you give the R-Factor that this is a survey for social research.

From question (1) you get what they consider valuable, (2) tells you what is bugging them and what they want handled, (3) gives you extra data on what result should be promoted or what the public would expect from your Org.

Who and How Many:

The public you survey is RAW PUBLIC. You should survey at least 2,000 to 3,000 people. The bigger the number surveyed the more *accurate* your survey results will be.

Method:

This is a VERBAL survey. The questions are asked VERBALLY person to person. NEVER by written questionnaire. The questions are asked with good TR-I showing interest with intention. TR- I is natural, not stiff robot style. Fumbling questions or a bad comm cycle can fog up your answers, but only if it's really bad as these questions were built to stand up to such trials. The questions because they are simple, are quite powerful.

Procedure:

Such a survey is too large to do a "one-man-band". FSMs and volunteers must be called in to help. They must be briefed very thoroughly as follows: tough drilling on the Tone Scale as per HCOB 26 Oct 70 "Obnosis and the Tone Scale" until absolutely certain on spotting tone levels, good drilling with a twin on TR- I using the questions, how to fill in survey forms, where they turn in filled survey forms, how to dress (neatly and acceptably) and how to use the R-Factor.

The survey forms are mimeographed with spaces to fill in occupation, age, date, the answers to each question and the tone level. The questions are put in full wording on the forms for reference and as a constant reminder. This also helps in tabulating. As many forms as needed are run off. Equip each surveyor with the forms, clipboards and pen. Answers are written in on the forms the instant a person gives them-NEVER after the survey interview-ALWAYS during-like an auditor keeps worksheets. Establish an agreed upon stable terminal in Div 6 to whom surveyors can turn in their completed forms. It is imperative surveyors keep their admin IN and that they fill in all the required details on the form. Otherwise you'll have a mess to tabulate.

Note: If you cannot get any forms mimeographed or it is too expensive for your Org, you can just have surveyors supplied with blank paper instead. The only liability is that you are leaving the details required to be recorded up to surveyors' memories so extra drilling will have to be done. Using forms is the safest method.

Re- Tone Scale:

Just to make it very clear-you DON'T need a tone level recording for each question. You just need the one chronic tone level as spotted in the survey interview. Spotting tone levels is a weak point that will have to be drilled well.

TABULATION

This is a key point of the survey. Reliable persons only may be assigned to tabulating the survey. They must be able to see similarities and differences in establishing categories of answers and must not be inclined to arithmetical errors. Once assigned, DON'T musical chair tabulators or it will throw your survey off to that degree.

All you have to have tabulated are (a) each question and (b) the tone level. The

procedure is *exactly* as per HCO P/L 28 Oct 69 "How to Tabulate a Survey" and PR Series 10 P/L.

The results are published to all staff by local ED and a copy is always sent to Flag Distribution Aide. The results give the full tabulations for each question, how many surveyed, date of survey, what public (in this case it's raw public) and what type of survey.

NARROW DOWN

If you really want to get fancy or put the cream on the cake when faced with a somewhat general set of answers from the public as revealed in your tabulation, you can do a second survey to narrow it down. The first survey is usually informative enough to go about arranging campaign-promo actions. A narrow down would rarely be required as *absolutely* necessary and more often it would be if one desired an extra fancy polished touch on accuracy.

Where it would be absolutely necessary is if you got tabulated answers like: "Everything" or some such real generality. This would show that either your surveyors goofed in demanding specifics or else the public couldn't give any.

As an extra touch on accuracy you could narrow down tabulated answers like: "Happiness" "Freedom". This would be getting very polished and fancy and it's up to you whether you want it that specific. It is true-the more accurate, the bigger the success.

Questions:

- I . The first question on the narrowing down survey is the most important. However, it is flexible, depending on what you want to narrow down. Examples:

If it was "happiness" -"What would make people unhappy?"

If it was "freedom" -"What would deny people freedom?"

If it was "everything" -"What would mean everything to a person?"

It's just a matter of using common sense and formulating a coaxing, leading question that will get answers.

2. Question two is stable and always:

" How does that affect people?"

3. Question three is stable and always:

"If that were resolved. what would happen?"

Procedure:

This narrow down survey is conducted using the same procedure as before. As said earlier-your first survey is usually adequate.

USING RESULTS

The Whole Picture

The survey reveals what the public WANTS. You match up the service to that WANT and promote and sell and deliver it. In other words survey shows people want foo-foos. You match up service that will give foo-foos, tell the public we do foo-foos and promote and sell and deliver foo-foos! You will hit public "R" level and give them a stable datum - " Scientology gives you foo-foos- everybody knows that!" Your response will be tremendous.

How to Make up a Campaign

Set the tone level of your campaign $\frac{1}{2}$ to one tone above that of the survey. This is very important. Everything you do in the campaign will be at that tone level you set. Dig out your Chart of Human Evaluation and study up on the tone level you set for the campaign so you'll have it all aligned.

Look over your survey results. List every button (wants, desires, what's valuable, what they want to get rid of per question 2, etc) and with technically qualified personnel MATCH UP services that would handle those buttons. You don't have to have a DIFFERENT service for EVERY button-they will be the same service in some cases. You match up whatever service handles.

You then end up with a list of buttons to push with matched up services

Take this list. On EACH button with matching service-a separate promo-PR message is formulated.

Rough example:

Button	Other people
Service	Processing
Survey Tone Level	= Fear
Message	You don't need other people getting in your way. Handle it once and for all. Send them to us for processing. (Antagonism one tone above.)

Your list then expands to Button/ Service/Message. Each item on this list gets SEPARATE promo pieces, PR push and advertising. You push each message dogmatically over and over again. A message said just once is never heard.

Note: See HCO P/L 7 Jan 72 "Creating Survey Questions" -example 13. In there is a list of very *basic* messages with matched services. It gives you a rough idea. Those messages were a *basic* layout so that Boston could translate them into "promo language" fitting tone level, etc. The above rough example in this P/L would give you the FULL layout format.

Thoroughly look over your Public Dissemination Manual. You are going to have to do adequate Div 6 events and demonstrations to back up the messages of your population campaign. ADAPT the actions in the manual to the campaign. Lay off tape plays and lectures as they are less effective than actual **DEMONSTRATION**. Hold those events and Div 6 services that will back up your campaign -promoted and held on the **BASIC PATTERN** of the manual-but with *form*, *event* and *message* changed to fit your campaign.

Look over the lines of your Org. Can your Org deliver the services required? Can *you seU* them-Public Reg lines smooth, etc? Can people get in the front door? Will they be turned away by bad appearances -unfriendly staff? Inspect the scene for anything needing to be handled.

From the above draw up your campaign covering good preparation, good groove in of Staff and FSMs (they're a sales public that can help), volume hitting outflow on promo, PR actions, press, mass media, rallying up the community, etc. It is a population campaign and it's all hands gung-ho!

Get on with it full blast.

IMPORTANT

There are only two crimes in the game of public response. One is not surveying. The other is not using a survey once done.

SUMMARY

So-this is the rundown on Population Surveys. It is basically getting the "R" of the public by survey, communicating along that "R" to get ARC, response and agreement with the public on a broad campaign, and delivering.

Do it and you can't lose.

CS-6

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for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS
Saint Hill Manor, East Grinstead

HCO POLICY LETTER OF INTENT

Remimeo
All Promotion
Hats
Div 2 & 6
Tours Offices

PR SeHes 16

SURVEY BUTTONS AND PROMO

There is some data that must be known by all personnel who are drafting up promotion of any kind. It is so important that lack of it is reducing the effect of your promotion by more than fifty percent.

As you know, there is no promotion that should be done without prior survey. And in most cases, the surveys are being done before the promo is put together. However it becomes obvious that most people are not duplicating their surveys and getting it on the promo.

So what is it that must be done to put your survey on paper as promo and make it effective? The primary thing you get from your survey is a "button". This is the answer that was given the most number of times to your survey question. In the case of the most recent national surveys that button is HAPPINESS. You want to get **HAPPINESS** across in your promo.

You must realize what you punch up in your promo is what they see at once. That's the headline, the prominent words, it's what attracts the eyes. And it, in every case, must be the button.

Now let's look at an example. Our button is Happiness. Does our promo look like this:

INTRO LECTURE
COME ONE, COME ALL
Learn about happiness.

No. Intro Lecture is a non-existent button. It's punched up big but will have no effect.

Now this promo would be much more effective if it looked like this:

Learn about
HAPPINESS
Come to our intro lecture.

Now why is this? Your promo is going out and gets received amongst thousands of other advertisements for soap, refrigerators, shoes and sealing wax. The public, deluged by this constant flow, tends to briefly glance at the promo and tosses it away. They see it and if it's not sharp enough, and if it doesn't push the right button fast enough, they pass on by. Promo that gets this treatment is called "throw-away".

Now by using your survey tech, you can get the right button. If you punch it up as demonstrated above it will hit the public fast enough because they see it first, and they'll read it all the way through.

You can actually test the "throw-away" time of your promo with a stop watch. Slip a piece of your promo in a magazine and hand it to someone. Time how long they read your promo piece while flicking through the magazine. If they pass right by it, you know there's something wrong.

CONFUSION LEVEL

You can also test Promo by its "confusion level". If the public has to read a paragraph to find out what it's all about, they won't read it. So the delivery of your message has to be sharp. They have to get your message at once. And you can accomplish this by being concise and clear. Know what your message is and get it across.

CONSISTENCY

The last point here on promo is this-Promo has to be consistent. It doesn't do to punch up Happiness and then talk about communication, communication and communication. Why? The public wants HAPPINESS, so they must be told how to ACHIEVE happiness. It could run like this: "Happiness is achieved through understanding. Understanding is increased by Communication. Take our Communication Course and achieve Happiness." In other words, BE CONSISTENT. Relate your service to the button.

Work on the above points while keeping in the seven points of an ad per HCO PL 10 Feb 65 "Ad and Book Policies". Improve your promo and you will increase the numbers of public coming into your Org.

Adapted from notes of
Conference by

Lt. Cmdr. Diana Hubbard CS-6 by F/ Tours Chief for L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 AUGUST 1972 REVISED
(REVISED 9 AUG 72)
(Revisions in this type style)

Remimeo

PR Sedes 17R

PR AND CAUSATION

Public Relations is Causative. To be effective it must cause something.

PR is essentially a Communications subject and follows the Communication formula:

SCIENTOLOGY AXIOM 28

AXIOM 28. COMMUNICATION IS THE CONSIDERATION AND ACTION OF IMPELLING AN IMPULSE OR PARTICLE FROM SOURCE-POINT ACROSS A DISTANCE TO RECEIPT-POINT, WITH THE INTENTION OF BRINGING INTO BEING AT THE RECEIPT-POINT A DUPLICATION AND UNDERSTANDING OF THAT WHICH EMANATED FROM THE SOURCE-POINT.

The formula of Communication is: Cause, Distance, Effect, with Intention, Attention and Duplication WITH UNDERSTANDING.

The component parts of Communication are Consideration, Intention, Attention, Cause, Source-point, Distance, Effect, Receipt-point, Duplication, Understanding, the Velocity of the impulse or particle, Nothingness or Somethingness. A non-communication consists of Barriers. Barriers consist of Space, Interpositions (such as walls and screens of fast-moving particles), and Time. A communication by definition, does not need to be two-way. When a communication is returned, the formula is repeated, with the receipt-point now becoming a source-point and the former source-point now becoming a receipt-point.

SIGNIFICANCE

Public Relations deals mainly in significances.

It uses those channels of communication which convey thought. Some of these channels are the spoken word, word *of mouth*, TV, Radio, Cinema, Tapes, pictures, symbols, designs, colors, the written word as represented in books, signs, advertisements, pamphlets, handouts, newspapers and various combinations. Any channel which conveys thought overtly or covertly is a legitimate channel for public relations use.

PERSUASION

The object of PR is persuasion to think, either newly or differently or to keep on thinking the same way.

Therefore coercion to think in the way required is done by varying ideas persuasively.

INTELLIGENCE

When coercion takes the form of blackmail or threat, PR is no longer PR but has entered the field of intelligence.

VIOLENCE

When the persuasion is attempted by threat of mass violence, it has entered the field of war.

"WHITE" PR

When PR is used for the improvement of things, ideals, conditions or any promotion of pro-survival factors, it could be called "white PR".

BLACK PR

When PR is used for the destruction of ideals or institutions or repute of persons it is called, traditionally, Black PR.

CAUSATION

Thus it can be seen that the person undertaking PR must be causative. He is causing an effect in the field of thought by utilizing the communication channels that are open to him or that he can develop.

He can assign as his source authoritative persons. He can use authoritative channels. Or he can make his apparent sources bear more weight. Use of opinion leaders is a routine mechanism.

He can in many ways, not the least of which is logic, persuade the acceptance and continuance of thoughts he causes to emanate.

KNOWNNESS

In dealing with products or persons in White PR the PR person achieves as his first action *knownness*. *This is done by simply repeating continuously on as many channels as possible the identity of what he is representing.*

To this basic significance he must attach associated significances that cause the acceptance and understanding of the basic significance which is being PRed.

For this he continues to use suitable channels and develops further channels for his use.

MESSAGE

The thought or significance which the PR person is attempting to convey is called "the message".

The PR person must clearly understand this message himself in order to cause its communication in the many varied ways required.

PUBLICS

The receipt points of the message are called "publics".

There are many different publics. These are types or groups who accept differently from other types or groups.

It is the task of the PR person to study and separate out the different publics and know what they want or will accept.

It is then his task to couch variations of his message in terms and forms which will be accepted by a particular public.

Unless he knows what to offer each different public his message will not be received.

The common tool of the PR in getting to know various publics is surveys. He has to know the Reality, tone and acceptance level of each public he is trying to reach. And use it for that exact public and no other.

IMAGINATION

As a PR person IS operating at the CAUSE point he must be able to IMAGINE.

In other words he has to be able to think creatively and create images.

Without this ability he cannot conceive of various forms of his message or conceive of his publics.

If he is a type who simply records or writes down only what he sees he will not be able to master PR. If he can *imagine*, he will master PR.

IDEALIZATION

White PR is engaged in IDEALIZATION at all times to a greater or lesser degree.

The better side of life or persons or dreams or hopes is the subject of White PR.

This is true even when the truth of the message is a very high level of betterment or stature. Here the imagination is used to bring the public chosen into a greater awareness of the ideal.

DEGRADATION

Black PR also uses imagination in order to degrade or vilify or discredit an existing or fancied image,

MIDDLE GROUND

Common, ordinary dull statement of the is-ness of things is hardly classifiable as PR. It is communication of a sort but it is not PR because it is only attempting to *inform*, it is not attempting to *persuade*.

TRUTH

Too glowing an idealization can be punctured *when* it is a lie.

Too vicious degradation can be exploded *when* it is a lie.

The only safe ground is to idealize what is already true and when engaged in Black PR to degrade what is already bad.

PERSONALITY

The personality of the PR man tends to determine what kind of PR he will do (or not do).

But whether handling White PR or Black the successful PR man or woman must be causative, imaginative, energetic and capable of a lot of fast, hard work.

- The middle grounders who, neither bright nor sour, live a dull monotone and see only what they see do not make PR people.

Taking or choosing photographs or programs the *true PR* personality moves things, directs things, combines things until he gets the effect he wants regardless of work. Then he lets it roll. *For Black PR he* will twist things around and put out lights and tear cloth and move garbage until he gets a suitable awfulness. And then lets it roll.

The middle grounder just records or takes what's there and lets it go on-which is not PR.

His however is not a hopeless case. All he has to do is decide to be causative and capable of PR actions. And then do them with a will!

SCENES

The PR deals in three Scenes.

The EXISTING SCENE is what is really there.

In White PR the idealized scene is the way he wants the scene to be praised by a public.

In Black PR the Degraded Scene is the way he wants the scene to be condemned by a public.

He can actually raise a scene by idealizing it or degrade a scene by condemning it. At times he condemns the bad to Idealize the good.

He must know all three scenes whatever he is doing with PR. He must have the scene he wants clearly in view and project it so that it is accepted.

He is lucky when he has a near ideal scene to idealize or a near degraded scene to degrade as then he closely approaches the existing scene and is dealing in truth with only changes in emphasis.

SPEED

Real PR has to move fast. The moment and timeliness of an action is so swiftly gone in PR that great speed is required in spotting, developing and executing an action.

Whether pushing for new ideals or social reform a PR has to MOVE FAST.

Because it is all a world of *thought* anyway, the structures put up by PR, the campaigns developed, the situations seen and handled all approximate thought velocity rather than the physical universe.

The time it takes to get something done must not continue beyond the need of the message. If it does, PR has failed.

, PR is always seizing the moment and getting in the message. And the moment has a habit of passing.

Thus, speed in PR is essential.

PR could be called the busiest profession.

The speed of a PR determines how many times he can get his subject known and thought about and wanted or approved or disapproved.

This is what really measures success in PR: number of times.

Thus those wanting a quiet life should take up something else.

But for excitement, PR has all the plus points whether white or black.

The world is a PR world today.

And PR is a great and useful subject.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 21 NOVEMBER 1972
Issue I

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All PR Packs

PR Series 18

HOW TO HANDLE BLACK PROPAGANDA

RUMORS AND WHISPERING CAMPAIGNS

Black propaganda" (Black = bad or derogatory, propaganda = pushing out statements or ideas) is the term used to destroy reputation or public belief in persons, companies or nations.

It is a common tool of agencies who are seeking to destroy real or fancied enemies or seek dominance in some field.

The technique seeks to bring a reputation so low that the person, company or nation is denied any rights whatever by "general agreement". It is then possible to destroy the person, company or nation with a minor attack if the Black Propaganda itself has not already accomplished this.

Vicious and lying gossip by old women was the earlier form of this tactic and was so bad that some areas put them in public stocks (neck yokes) or drove them out of town.

, In modern times there is no such check on Black Propaganda. Difficulties and costs of libel and slander suits, abuse of press privilege, lay anyone open to such a campaign.

All one needs is an enemy. And there are few men in history who have been without enemies.

There are random individuals in the society who do not understand very much. This is expressed as a sort of malicious glee about things. Such pass on slanderous rumors very easily. In an illiterate society such people abound. Since they cannot read, the bulk of knowledge is denied to them. Since they do not know very many words much of what is said to them is not understood.

This is not isolated to the illiterate only.

What they do not understand they substitute for with imaginary things.

Thus such persons not only listen to slander but also corrupt and twist even it.

Thus a rumor can go through a society that has no basis in truth.

When numbers of such rumors exist and are persistent, one suspects a "Whispering Campaign". This is not because people whisper these things but because like an evil wind it *seems* to have no source.

Black Propaganda makes use of such a willingness to pass on and amplify falsehoods.

Much Black Propaganda is of course more bold and appears blatantly in irresponsible (or covertly controlled) newspapers and radio and television.

But even after a bad press story has appeared or a bad radio or TV broadcast has been given, the "Whispering Campaign" is counted upon by Black Propagandists to carry the slander through the society.

Thus any person, any being, is at risk.

No person, company or nation has totally clean hands. That is left to the Saints. In childhood one stole a few apples, broke a window or two, dented a fender, went joy riding in a "borrowed" vehicle or took pennies or candy bars that weren't his own.

Childhood is quite lawless and the teenage period is often a revolt against the

closer and closer fitting straightjacket of "proper social conduct". One marries the wrong spouse or goes astray with another in some incautious moment, or commits various large and small sins of which society disapproves.

Any of these things tend to make one vulnerable to attack, upon his past or reputation.

A person comes to fear bad things being said about him. In the face of a Whispering Campaign, real or imagined, one tends to withdraw. tends to become less active and reach less.

This is equally true of companies and even nations.

Thus, unless one knows how to handle such an attack, one can in fact be made quite miserable and ill.

THE ATTACKER

The world is full of madmen.

The basic characteristic of extreme madness is perpetual attack, attacks on anything, attacks on persons or things which contain no menace.

Extreme, not petty, crime is at the root of such an impulse.

The attacker has an evil purpose in life. He is a thing of death, not life. And his harvest is a death harvest.

Such a person feels he cannot be safe unless everything else is dead.

His evil purpose takes many forms and expressions. The end product is the same-death.

Where an attacker has gone too far he is himself then attacked. Long bitter quarrels and national wars are alike the to and fro exchange of violence.

Where an attacker lacks the physical means of destroying others and where his own purpose would fail if disclosed, the attacks become covert.

He uses word of mouth, press media, any communication channel to spit his venom. He hides himself as the source, he makes the verbal attack seem logical or real or proven.

He counts on the utterances being picked up or distorted and passed on by the more base people in the society.

This is Black Propaganda. It is intended to reduce a real or imagined enemy, hurt his income and deny him friends and support.

Companies or associations do this to competitors. The American Medical Association maintains its multi-billion dollar monopoly over sickness by continuing a long, well financed Black Propaganda campaign against anyone it *thinks* might threaten their income. The head of their "Department of Investigation" (as they call their Black Propaganda department) once said they just kept it up and kept it up against any rival and one day WHAM! They use press releases, their own members, paid ads, displays, government connections and speakers, any channel, to release endless streams of imaginary tales against any imaginary rival. While this does bring them government support it has brought them deep hatred not only from rivals but the public at large.

They get back what they put out. They were once wealthy. They are no longer. Their members dislike them and increasingly doctors belong only to state medical societies, not the AMA. The individual doctor most often has good public relations. His main society benefits from this and betrays it. One day, no AMA. WHAM!

So Black Propaganda is not something one lightly instigates. For it recoils on the person who uses it.

Let us see how it recoils.

Too much venom put out stains one with venom.

Too much Black Propaganda gets attacks in return.

Black Propaganda is essentially a fabric of lies. The AMA simply imagines stories to put out or have put out.

Sooner or later such stories are found not to be true. ONE false story can destroy the credit of the teller. Now who listens?

Thus a Black Propaganda Campaign is vulnerable. The attacker sooner or later is attacked-often by many.

But those who have to counter such a campaign need the technology of how it is handled.

ANY NEWS

There is a natural law at work that unfortunately favors Black Propaganda.

WHERE THERE IS NO DATA AVAILABLE PEOPLE WILL INVENT IT.

This is the Law of the Omitted Data.

A vacuum tends to fill itself. Old philosophers said that "nature abhors a vacuum". Actually the surrounding pressure flows into an area of no pressure.

It is this way with a person, company or nation.

Hit by lies the person tends to withdraw. This already tends to pull things in.

The person does not then wish to put out data. He becomes to some degree a mystery.

To fill that mystery people will invent data.

This is true of persons, companies or nations.

This is where public *relations is a necessity*.

Essentially Public Relations is the art of making good works well known.

It is a fatal error to think good works speak for themselves. They do not. They must be publicized.

Essentially this is what public relations is. And this is why it is-to fill that vacuum of omitted data.

In the midst of a Black Propaganda Campaign one is denied normal communication channels. The press media along which the campaign is being conducted will *not* run favorable comment. One is mad if he thinks it will as it is serving other masters that mean to destroy the repute of the Target.

"Authoritative" utterances push plain truth out of sight.

Thus public relations people have to be very expert in their technology when they confront Black Propaganda.

THE TECH

When one is not fighting a battle against Black Propaganda, public relations is easy.

One hires a reporter who gets to work thinking up ideas and turning out releases. That's why reporters are often thought of as Public Relations people which they are not.

In the face of a Black Propaganda Campaign, such releases are twisted, refused and that is the end of it.

There is far more to the art than this.

These are some of the rules that apply.

I . Fill the vacuum of omitted data with factual data.

2. Prove all false utterances heard are lies.
3. Discredit every rumor encountered.
4. Handle the interest level with any utterance.
5. Carefully study out the scene until the exact source is located.

6. Use the knowledge of source to impede or destroy the source of Black Propaganda by non-criminal means.
7. Continue to fill the vacuum of no data with good data using any channels available.

Each one of these points could well take a book. But understanding them and using one's initiative one can fill in a lot of the tech himself.

The variations of each one are endless.

APPLICATION

1. Fill the Vacuum.

First of all, cease to withdraw. It is proven conclusively that in public relations handling of Black Propaganda, only outflow pays off. Saying nothing may be noble in a character but it is fatal in public relations. Yet even "experts" advise it (when they are doing their clients in).

Blunt denial is crude and can be used against one as a sort of confirmation.

You don't have to announce or spread a flap and never should. PR men often *make* the flap.

But don't interpret this as "silence is necessary". Get in a safe place and speak up.

Use any channel to speak up. But don't seek channels that will corrupt what you say in repeating it.

Don't stay on the same subject that you are being attacked on.

An example of speaking up without denying and thus confirming might be:

STATEMENT: "I read your company went broke last month."

REBUTTAL: "My God. You're telling me! If we hadn't got out of that contract we really would have gone broke. There was a hell of a row in the board room. But McLinty won. Scotch to the core. He said, 'I won't sign it!' Like to have tore the president's head off. Hell of a row. Seems like we got 80 million buried somewhere and McLinty is in charge of it and he won't *move an inch* on it."

The Interrogator's conclusion is you're not broke. He's got data. The vacuum is filled with a story of board rows and 80 million mysterious reserves.

2. Disprove False Data.

The technique of proving utterances false is called "DEAD AGENTING". It's in the first book of Chinese espionage. When the enemy agent gives false data, those who believed him but now find it false kill him-or at least cease to believe him,

So the PR slang for it is "Dead Agenting".

This consists of disproving utterly the false statement with documents or demonstration or display.

One has to have a kit (a collection of documents) or the ability to demonstrate or something to display.

STATEMENT: "I've been told you are in trouble with Income Tax people."

REBUTTAL: "Here's a document of fully paid taxes and a letter of commendation from the tax authorities." Displays some.

Result? Whoever told him that is now dead with him as an accurate informer.

The *best* way to dead agent is when the person makes some disprovable statement, find WHO to fix his mind on it and then produce the rebuttal.

STATEMENT: "I hear you aren't married to the man you're living with."

REBUTTAL: "WHO told you that?"

STATER: "I forget."

REBUTTER: "Well you remember and I'll show you some proof."

STATER: "Well, it was a man...."

REBUTTER: "WHOT"

STATER: "Joe Schmo."

REBUTTER: "Okay. Here's my marriage certificate. Who's the Joe Schmo nut anyway?"

Now it's Joe Schmo who's the mystery. How come he lies? What's in it for him?

When one hasn't got the document but can get it one can say, "You tell me the name of whoever said that and next time I see you I'll show you something *very* interesting about it."

And be sure to get the document and see him again.

Dead Agenting has a billion variations. "It won't fly." Fly it. "Place is empty." Show him it's full.

The subject matter of Dead Agenting is PROOF in whatever form.

You only challenge statements you *can* prove are false and in any conversation let the rest slide.

EVERY FRIEND, EVERY OPINION LEADER, EVERY STAFF MEMBER YOU HAVE SHOULD BE SUPPLIED WITH A DEAD AGENT PACK CONTAINING PROOFS AGAINST COMMON RUMORS (AND BROCHURES AND COACHING TO FILL THE VACUUM).

3. Disprove Every Rumor.

Proving negatives is almost impossible. "How do I know you aren't a CIA man?" Well, how can one prove that? One can't whip out a KGB badge as that would be just as bad. No one ever wrote a document "Bill Till is not a member of the CIA." Useless. It is a denial. Who'd believe it?

Sometimes "You don't" works.

But the right answer to a negative (no proof) is a "fill the vacuum".

STATEMENT: "Howdolknowyou'renotaCIAman?"

REBUTTAL: "Christ, please don't insult me! The CIA tried to hire me once. Said they'd shoot me if I didn't join up. Cuba it was. I was a sugar salesman. And

Batista was trying toetc, etc. See this scar on my leg? (Pulls up pants.) Batista cop shot me because he thought I was CIA. So don't bring up painful subjects. (Rubs scar.) (Laugh.)"

But once in a while you *can* prove a negative. Accused of drug smuggling one can show he's a member of the anti-drug league. The counter in a negative proof must be *credible*.

A million million variations exist in Dead Agenting.

The basis of it is NOT to be the thing rumored and to be able to prove it fast.

4. Handle the Level.

Handling Interest Level is basically an exercise in the Tone Scale. (See Tone Scale Charts of Human Emotion.)

Agreement occurs at the same emotional tone level as the person making the statement. He buys his facts at that level.

To go half a tone up from his level is to command him within his zone of reality.

STATEMENT: "It's hopeless trying to believe in anyone. I thought you people were all right but now I hear you are all hippies. (In a dull apathy.)"

REBUTTAL: "Oh, oh, oh, who could have told you such a sad lie. (Sob.)"

STATER: "Wouldn't be any use to say."

REBUTTER: "(Sob.) But you've got to say. Oh, I feel so awful."

STATER: "Well he wouldn't care if I told. It's the local minister."

REBUTTER: "(Sob.) (Kleenex.) What an awful thing to say. Just because we found him dead drunk and took him home to sleep it off and he said if we ever told he'd say we're hippies."

STATER: "What a sad story. Oh, it's a bad world. How ungrateful."

You go half a tone up. Give him a story, on the subject or not. Like "(Sob) That's because we lost our instruments. We once were a band and this nightclub owner wouldn't pay us and we had to sleep in the barn (sob).

Another one.

STATEMENT: "I hear some bad things about you people. (Covert hostility.)"

REBUTTAL: "(Anger) Who would DARE say such things?"

Etc.

And story type can be matched in tone.

STATEMENT: "I hear those people stole some rowboats."

REBUTTAL: "Who said so?"

STATER: "The dock master's son."

REBUTTAL: "Oh, him. Gets things wrong. *Our* rowboat was stolen! With all the gear in it. We were out fishing andsay, you don't suppose HE stole it do you? Did you ever hear of him stealing anything? Has he got a record?"

Well, this dock master's son will now "have a record" in the stater's tales. As *theft* is of interest to him, crime will also be.

5. Carefully Study Out the Scene.

The technology of finding who is shooting is very vast. But the core of it is FILING.

All PR is expensive in time or money or both. And nowhere is it more time consuming than in locating the source of a Black Propaganda Campaign.

But, to live at all, one has to engage in this search at some time or other.

One just keeps running down these tales until one locates the source,

There can be more than one *apparent* source and these can be handled. But they will at last lead to the real instigator.

One just keeps locating names and filing them, with dates.

At length one name file is very thick. That's your boy-or association or company or nation.

6. Impede or Destroy.

As you have been dead agenting as you looked, the attacks get handled. The campaign ebbs and flows but actually lessens.

There are thousands of variations on finding the real WHO.

But essentially it is just looking, dead agenting, filing, looking on and on.

You are, in this whole period, *handling*.

Once in a while it happens fast.

Now and then the Black Propagandist packs up and fades away before he is fully spotted. He becomes aware of the counter-action.

The usual action is a counter propaganda campaign *based on truth*.

It is a long-to-find and hard-learned fact that people who engage in Black Propaganda have big bursting crimes to hide.

They do not have *little* crimes. They have BIG ones.

One's own ability to confront evil may be too low to really grasp the Black Propagandist's crimes or believe they exist.

Such people are often SANCTIMONIOUS hypocrites. They are usually arrogant and will not parley (have conferences with a foe). They appear so terribly sure they are RIGHT that it fairly shakes one's confidence that they could ever do anything wrong.

Thus the Black Propagandist is not detectable as such in many cases. The lordly institution, the lofty society, the glittering country are far, far above such a nasty psychotic trick as a studied, financed, expertly run campaign of vicious lies.

Thus they are believed. Or their servants are believed. And their campaigns can be *very* effective.

But this makes them hard to suspect or detect. And it makes it hard to get anything bad about *them* believed.

But under all this are real crimes. Not stealing apples or pinching pennies as a child. Real crimes like extortion, blackmail, embezzlement and mass murder are sitting in their closets. Believe that. For in the course of your counter-attack you may despair of ever finding anything.

But you will find it.

A lofty railroad-but secretly murdering anyone who opposed their land grabs. A minister of high renown-but a secret member of and taking orders from a murder mob. The biggest and "most respected" union leader in the country-but a numbered agent of a foreign intelligence service dedicated to destroying the country's fuel capacity and defeating its president!

And each of these engaged in and never was suspected of Black Propaganda Campaigns that ruined many lives.

Bad guys tend to get rid of good guys. Sometimes for what they consider good reasons, sometimes for imagined reasons, sometimes because the bad guy just can't *stand* a decent bright person.

But there is no real truth in the bad guys always cause their own downfall. It may come, but it may be far too late to save the reputation or even life of the person being attacked by hidden campaigns.

Therefore it *is vital* to handle the matter. One can't just hope it will all go away. It won't. It will get disastrous to the degree that it is not handled.

The less handling, the more disastrous.
There is another hard won truth.

ONLY COUNTER-ATTACK HANDLES.

The fact is that just going on PRing oneself does not remove the effects of the campaign and all too soon one no longer has communication lines left in order to handle anything since reputation is so destroyed no one will listen and no lines remain.

One has to fill the vacuum of the counter-propagandist's evil deeds. As these are never exposed to view there is a vacuum there.

Another strange thing is that press will print attacks. Maybe this will no longer be true in some enlightened age. But in this era, good attacks or fights between things will get print space.

But press is very far from the only channel of communication. Governments do believe the press and think it is public opinion. A newspaper can be a fortress of some Black Propagandist. But a people often believes little it reads.

There are opinion leaders, there are letters, there is word of mouth. These are also channels of communication and really far more powerful than the press.

There is also friendly press. But a friendly-talking reporter is often the most suspect. He was so nice in the interview, so vicious in his article.

Statements one makes can be curved. "She had a birthday party" becomes "The delinquents in her circle gathered yesterday for a sex orgy and pretended to the police it was a birthday party. No one was jailed."

The brand of Black Propaganda is very easy to see in writing twists.

So it takes time and work to reverse an attack because normal channels have to be reopened and reversed.

It is done by attacks.

But attacks which are not true earn suits. So one must attack only on proven ground.

This requires a lot of hard search.

However, a Black Propagandist often has *many* other enemies. These have sometimes gathered data.

The principles are that when the sub-terminals are located, they are investigated and counter-attacked. Then further investigation reveals closer terminals to the propagandist and these are attacked. In short, one investigates and attacks.

Always be ready to parley-that is, have a conference and settle it. The arrogance of the Black Propagandist often forbids this. And when it does, it means longer and harder work and, if well done, his downfall.

In any event, the attack is a long cycle, a complex cycle and often an expensive cycle. It consists of investigate and attack. But remember, one must attack once he has any idea of the identity of the Black Propagandist or even his sub-terminals. There is no other way out.

Any other course is death.

7. Continue to Fill the Vacuum.

Continuous good works and effective release of material about one's good works is vital especially in a Black Propaganda war.

One cannot just fight.

You are in effect advertising the other fellow when you expose him repeatedly. This gives you a new sort of vacuum. One becomes known as the fellow or company or nation that attacks _ . But who really is this fellow or company or nation?

Pamphlets, brochures, press releases, one's own newspaper and magazine, one's own contacts with opinion leaders, these and many more, must be supplied with A COMPREHENSIBLE IDENTITY OF SELF.

Distributing or using these one publicizes one's own good works.

And one must also do good works. One can't just dedicate his life to eradicating the enemy, even when that is tempting.

On the other hand, within the dictates of safety, one cannot hide continuously. One must, through his good works and actions at least, be visible.

So a continual truthful and artful torrent of public relations pieces must occur.

Then one day there is no enemy.

And one's repute is high.

There may be other attacks but now one can handle them as small fires and not as a whole burning forest.

WHAT IS BLACK PROPAGANDA?

You can see that Black Propaganda is a covert attack on the reputation of a person, company or nation, using slander and lies in order to weaken or destroy.

Defense presupposes that the target is not that bad.

One does not have to be perfect to withstand such an attack, but it helps.

But even if one were perfect it would be no defense. Almost all the saints in history have been subjected to such attacks. And most of them died of it.

The answer is PR TECHNOLOGY SKILLFULLY APPLIED.

To be skillful in anything, one has to know it and be experienced in it and DO it.

As weary a task as it may seem to some, as heartbreaking as it can be, one still has to fight. **And fight with tools and technology and** dedication superior to that of the enemy.

But progressing and getting small gains, small penetrations, small little skirmishes and battles one at length comes up to victory after victory and at last wins the whole war.

One is saved.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 JANUARY 1973

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PR Series 19

THE SAFE POINT

The following is taken from an LRH Briefing on the subject of PR Area Control, and adds to PR Series 18, HCO PL 21 Nov 72, Issue 1, "How to Handle Black Propaganda".

Under "Application" of Rule I (Fill the Vacuum) of PR Series 18, the instruction is given: "Get in a safe place and speak up."

It is necessary of course to have a safe place to get into, from which one can in safety speak up.

One cannot defend himself in a point that has no defenses.

Without some consideration of security in the first place any attempt at PR Area Control is folly.

Thus the Safe Point takes consideration over Active Defense.

One can be in the situation of attempting to sell and deliver a product or service and suddenly find it necessary to defend himself in the same place from attack. The attack can make the point dangerous to such a degree it becomes impossible to deliver from. One might even be forced to act from a totally hidden point.

Thus the Safe Point takes consideration over Active Defense but takes even greater consideration over delivery operations.

Where possible, PR Area Control makes the Point Safe for the production activity, before any production occurs.

When it is necessary to go into delivery operations without the prior step of making the Safe Point, a special unit must be set up and run at full steam to *make* a Safe Point and gain *viable* PR Area Control over all publics in the area.

PREPARING THE SAFE POINT

You cannot operate without a base to operate from. You cannot deliver without somewhere to deliver it. You cannot sell what you cannot deliver.

The optimum action is to send a PR Area Control team to the area you want to operate in, and have it establish PR Area Control *first*.

A new group or Company should be established first as a Safe Point and *then* as an Operating Point.

There is a formula here just a hair lower than Non-Existence: "Find a Point from which to put out a Comm Line."

The PR Area Control action in a new area can go so far as to create in the area a whole past and future track for the activity being established. It can make it sound old-established, stable, reliable, expert, productive, and with continuing expansion before it-when the delivery activity arrives and gets into operation.

Everything that accompanies an actually delivering unit is put there. Except the delivery. With established PR Area Control, delivery is put in, without a ripple, and it is all perfectly natural and acceptable.

BASIC ESSENTIALS

The most important action to undertake when going about making a Safe Point is to carefully and painstakingly find out who exactly are the top dogs in the area in financial and political circles, and their associates and connections, and to what each one is hostile.

One must *learn* carefully his Ps & Qs with regard to these people and take care not to step on their toes. Otherwise one can get tromped on hard, and will. This data must be learned and USED.

Without a Safe Point established as above, it is a waste of time to rush into dealings with a government or to promise them anything. It is too easy to step on hostile toes and to arouse suspicion of you or make you difficult to account for.

To maintain your Safe Point when you have started delivery it is vital that you be able to detect the SP-PTS characters on your delivery lines and HANDLE him, be he high or low in station, and get him out of the road. One such person acting against you in the midst of your Safe Point can undermine it totally.

One of the reasons for this is that violations of Study Tech in a person's education can turn him into a seething mass of BPC. This *is very* easily stirred up by an SP or PTS, and at the slightest chance he will do so. A whole class can explode like a powder-keg, and with it the safety of your delivery point and its whole PR Area Control.

Thus SP-PTS Tech comes into its own as a basic tool of PR Area Control for the operating activity. Delivery of excellent results is of course a vital necessity in any activity, no matter what the degree of PR Area Control, once it is established.

Follow this procedure to make a Safe Point, and the Rules of PR Series 18 to make it Safer.

But make it Safe *first*.

CS PR Area Control Aide LRH Pers Comm for L. RON HUBBARD Founder

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HCO POLICY LETTER OF ~26 FEBRUARY 1974

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PR Series 20

THE UNTRAINED PR

An untrained PR will do at least two wrong things:

- 1- He will waste events and materials
and
2. He will not only not handle existing
situations, he will create new ones.

PR is a real technology. Until he studies it, a person may not realize it.

Therefore people who are "in PR" must be called and must sign themselves I/T until such time as they have studied the full approved text and done the most recent P/L full PR checksheet and its practical and have had some apprenticeship.

Life is rather hard for the trained PR who has to work with the very untrained as he is likely to be kept busy correcting or creating new materials that are then wasted and handling stupid situations generated in the name of PR.

The real pro has a right to insist that anyone on his lines "helping" or "assisting" or holding PR posts GET TRAINED. That they put their seat on a student chair and do the course thoroughly.

It is easier to do this than to be worked half to death without getting PR products out of juniors.

This applies to Public Div Secretaries, Port Captains, PR Officers, photographers, artists, magazine editors and make-up people and anyone directly concerned with PR.

GET TRAINED!

L. RON HUBBARD
Founder

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PR Series 21

WASTED PLANNING

It too often occurs in PR that the planning of several capers (PR events or actions) comes to nothing.

This can be the planning of 4 Hard News (events rather than statements) Stories or 6 future issues of a magazine.

The trained PR outlines it all quite plainly.

Then the debacle.

In execution by untrained juniors the 4 Hard News Stories become one and the one is presented badly in the wrong place. The 6 magazine issues become one handout.

Why?

Well, it's Data Series No. 1, "The Anatomy of Thought", HCO PL 26 April 1970.

It is also in Book One, *Dianetics: Modern Science of Mental Health*: A = A = A.

The junior conceives things as identical which are in fact only similar or even very different.

It might not be realized by the trained PR that people are sometimes incapable of differentiating.

To the untrained and aberrated "helper", the capers are all alike even though one displays a burning building and another the birth of twins; the magazine layouts were all identical to each other even though one was for winter complete with Santa Claus and snow and another was full of bathing beauties and sunburn.

Instead of going purple about it the right answer is to point out simple differences to the "helper" so that he spreads out his tendency to identify everything with everything.

If you do this well you will get understanding cooperation in most cases.

L. RON HUBBARD

Founder

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PR Series 22

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PR Series 23

THE PRESS BOOK

A professional PR who has a "client" always at once constructs a display book. And he keeps it added to and up-to-date.

IT IS VITAL THAT THIS BOOK BE CREATED AT ONCE.

The book is used to get interviews, bookings, press.

Usually it is a loose-leaf big fancy clipping scrapbook.

Such a book begins with an acceptable story of the group creation which is factual and contains itself PR.

There follow press cuttings including photos as in the press. Such press sections go on and on in the book as new press occurs so other data is sandwiched in between expanses of press.

Radio and TV appointments or plays are noted or clipped from papers and posted in.

Display photos of the group exist in different locations.

Group members are individually photographed and a short PR biography (quotable gimmicks) is included for each member. This is material a reporter or interviewer would pick up and use for human interest.

Awards, plaques are photographed well and included.

What they do is described.

In the case of a music group a cassette player and a sample tape are part of the kit-a piece that shows audience participation.

Several full packs of photos, duplication quality, one of each displayed, are included in the kit. This is so no one tears photos from the book.

Real handbills and posters are posted in as they occur.

Such a book is a responsibility of any professional PR. A pro never operates without one. He also keeps it up-to-date as a routine action, putting new photos and clippings in it as a day-to-day part of his admin.

The book is not created in 2 or 3 months. It is knocked together fast and then gradually built fully.

It is of tremendous use and gets bookings and interviews with speed.

That it is fat is a big recommendation in itself.

Usually it and its packs are kept in an attaché case big enough to hold the works.

No professional PR or booking agent or advance man is ever without a display book telling of and selling his client.

A group's popularity and usefulness depend as much upon doing the usual steps (such as a display book) of PR and booking as they do upon the performance itself.

PR is defined as GOOD WORKS WELL PUBLICIZED.

The first public one contacts is usually the person in charge of programs.

This book is what you PR him with. If you win there, you are in and have a comm line to the broader public.

Thus a PR or booking man without a good effective display book is liable to miss selling the person who has the key to the door!

So be sure to make and have such a book!

L. RON HUBBARD

Founder

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PR Series 24

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PR Series 25

SAFE GROUND

1. NEVER SAY OR PUBLISH ANYTHING YOU CANNOT PROVE OR DOCUMENT.
2. ALWAYS DOCUMENT THE TRUTH TO OPPOSE LIES.

These two rules are a PR's safe ground.

Violating them can bring on catastrophe!

About the most trouble that can be caused by violations of Rule One is to tell several versions of a tale that then by their own contradiction bring about the collapse of creditability.

On the second rule, letting any lie remain disproven can be a fatal course. Dead agenting-as this is called-is a VITAL PR function.

THE ART OF PR

The art of PR consists of *how* the truth is told and *how* the lie is disproven.

PR is not a dry as dust activity. One could follow the above two rules in a variety of moods.

Truth can be revealed in an enhancing way, a dull way, a derogatory way

Lies can be disproven spectacularly or dully or in a derogatory fashion.

The imagination of the good PR is wholly exercised only in how he is doing Rules One and Two.

A very bad and dangerous PR exercises his imagination in inventing the "truth" and the disproof of lies. In this way he erects a structure any baby can topple over.

There is NO limit to the amount of imagination a PR can use **PROVIDING** he does not violate the above two rules.

If this seems a contradiction, let us examine examples.

Statement about the PR's subject by PR: "He drives." "He is a good driver." "He is a fantastic driver." Proof: He wins or has won a road rally. The imagination of the PR is employed in the mood of his statement and in his device to prove. Reversely, he has the proof already, so he can make the statement.

A foolish PR, in violation of Rule One says: "He is a world champion driver." The fact is he had his license revoked for bad eyesight! What a picnic an enemy could have with that!

A lie example would be an enemy statement: "He can't drive." The DA would be showing his 20 year membership in the AAA and a safe driving award.

A violation of Rule Two would be a PR hearing an enemy statement "He can't drive" and letting it go by! Or, hearing "He is a reckless driver," showing a news clipping of his subject winning a speed rally!

Imagination plays its role in overall image planning and then selecting what can be proven easily and then building it up.

Also imagination plays its role in Rule Two in leading a hostile person into uttering lies which can be wiped out by the DA book in the PR's lap simply by opening it. And *then* opening another display that shows the hostile person had lost 7 suits for libel and slander he has uttered against others!

There are other ways of applying imagination to Rule Two. One would be to let half a dozen hostile statements one cannot easily disprove pass (in one debate or article) and leap all over the seventh which *can* be documented as false and then winding the whole scene into a hurricane around that *7th!*

But whatever you do, do NOT violate the two basic rules ever for *that is* the road to PR disaster.

PR does not quite follow (as intelligence work does) the rules of warfare. Deception is NOT a legitimate PR action.

The road to Power in PR must be built on a highroad of truth.

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Founder

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PR Series 26

PR & INFORMATION

PR brings things to the notice of a public.

In order to do that the PR himself has to notice things.

There is no "Ivory Tower" in PR.

One has to know what is going on.

To do that a PR has to be on info lines and has to know accurately (not by gossip, which is a public's action).

In writing a release or furnishing a campaign, a PR has to do his homework. He can't rely on guesses or faking the data if he is to succeed.

Information, collection of, on any subject is a first step must in any PR action.

This *includes* surveys. But there are other sources of info than surveys.

He notices things and handles.

He finds out the data before he acts.

The PR has to be the person in the know.

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Founder

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HCO POLICY LETTER OF 29 AUGUST 1970
Issue I

Remimeo
Dept 1 Hat
HCO Area Hat
ES Hats
Dept 13 Hat
Dept 14 Hat
Qual Sec Hat

Personnel Series I

**PERSONNEL TRANSFERS
CAN DESTROY AN ORG**

It is an observation that personnel, by critical definition, is "that function which creates havoc in one place in an org by trying to solve a personnel mess in another".

Example: We have just gotten in our Div 6. It has two people. The org has been suffering for lack of Div 6 actions. Now we've finally got two people there and they are being trained up. Meanwhile there is a shortage of staff in CF. Personnel "solves" the CF problem by transferring those in Div 6 to CF in Div 2. There goes any progress on Div 6.

By solving one problem, another is created.

Also there is the fact that it takes a while to train someone on a post and get the post in order. So rapid transfers defeat any post training or competence.

We call this action "Musical Chairs". That is a game in which people rapidly change positions.

So these transfers defeat not only the org on the 3rd dynamic but also the individual on the first dynamic.

An earlier action similar to this went on. Then whenever Tech got an auditor trained up, personnel would transfer the auditor to an admin post.

As the auditor was *tech* trained and not OEC trained, you began to find auditors in charge but they didn't have any admin training, thus shattering, by ignorance, the org form, and defeating the org's production.

I've just seen a case where a staff member went on full time training Class VI (very expensive) and was made HCOES on his return. *But* had never had an OEC.

Using the Tech Divs as a "Personnel Pool" and taking tech people for admin posts thus defeats twice-defeats the org as a producing activity and defeats its form by not training people in Admin (OEQ when they are going to be used in admin).

These personnel errors (or crimes) cause every staff member to suffer in terms of lowered income, lowered pay, lowered facilities, lower success. I doubt there is any org where these errors (or crimes) are not current at this writing.

To give the HCOES candidate full time training on the OEC or FEBC would make sense. Not Class VI! If you reverse it, you'll see what I mean: we give a new staff member an OEC only and put him onto auditing. Of course that would be disastrous. It's just as disastrous the other way around-taking an auditor who is a Class VI but not an OEC grad and making him the HCO Area Sec!

There is an optimum executive who is *both* an experienced trained administrator (OEC and time on org posts) and an Auditor. But an org would have to be in high production with *lots* of auditors before *that* could happen.

ERRORS

These errors are of long duration. They happen over and over. And they do more to destroy an org than any other action.

- A. Making a hole in one place to remedy a hole in another.
- B. Training a person for tech but not admin and putting him in admin.
- C. Using the Tech Divs as personnel pools from which to man other divs.
- D. Rapid shifts of post.
- E. Leaving areas in an org unmanned.

SOLUTIONS

The reasons why these things are done all come under the heading of failures to recruit and properly train.

Org expansion often gets pinned by false economy in personnel. "If we hired anyone else we would get less pay." This completely overlooks the fact that if the org doesn't hire more people it will go broke. An org has to be of a certain size to be solvent; it has certain basic expenses such as rent which makes it cost just so much to run. Yet personnel can be so poorly thought out that the org is kept at starvation level.

I heard one not long ago which takes a prize, "But we don't need an Advance Registrar. We can't afford one anyway. You see we have pcs booked in advance for 10 weeks already as we don't have enough auditors so why should we have any further promotion?" An idiot smile went with this of course. Backlog became "advance registration".

Orgs in various ways fix their income and prevent its increase. First and foremost of these is personnel.

In every org where I have acted as executive director I have had a personnel procurement problem. In each case the problem was *internally* created. First I would get, "Well, units are low. . ." or "nobody ever applies". I would take it from there. I finally became very clever at these impasses. "What", I would ask the receptionist, "do you tell people who come looking for a job?" Cunning. "Oh them!" I would get, "I tell them we aren't hiring of course." I would set up a line from a specially appointed personnel person to me only and would shortly have enough people. I have run an org from 8 people to 63 in 30 days and its GI from E50 to E3,000 in 60 days. Just by doing the usual. It created *awful* problems of course like auditing rooms, classrooms, hand grooving people onto posts-it was busy. The favorite graveyard calm, so adored there before that got shattered to hell!

I concluded many times then and conclude now that it is a characteristic of an org to refuse new personnel and to keep them off. In approaching this problem in an org I am afraid experience has taught me to begin with that assumption and handle it from that viewpoint.

So I normally set up a line that can't be stopped and get people on post. Then I force in training on posts. And I personally inspect and talk to every section every day about what they need and how it's going and keep up their section production.

LRH Comms tell me they *can't* get execs to inspect their areas daily. And personnel shortages show that others do not blow the lines open on recruiting and even prevent handling.

So here is one area where I do some things in managing a production org that not many others do.

1. Force recruitment.
2. Train on post.
3. Daily inspection and comm with everyone in the place in his post area,
4. Concentrate on section and individual production.
5. Let people finish the job they are on.

The result of all this has uniformly been sky high stats, sky high pay, huge reserves and excellent tech produced.

So these are the magic solutions.

I do NOT empty out tech to fill admin. I do NOT encourage transfers. I do NOT create problems in one area by transferring to another. I will NOT accept that no one applies for jobs. And I don't wreck one project by grabbing people off it to start another. I FIND NEW PEOPLE.

IMPOSSIBILITIES

Behind every "Impossibility" lies some great big WHY which if not found, keeps things messed up-. One area that "couldn't get any auditors" had expelled 60% of the field from the church! Another area had dismissed 50% of staff every time the income dropped. Another area cut the staff's pay very low and then made it go lower each time the gross income fell. Another "never could find the right people".

Sometimes internal squabbles are given a much higher importance than the org itself.

Some areas use "social acceptability" instead of stats to handle personnel.

Whatever the reason an org isn't getting on, it is *internal*. It isn't some other org or some senior management body. It's right inside that org. Further it has to do with personnel mishandling.

Any org at any time has *not* given as much quantity of service as the public demanded. If you continued to expand at the rate of demand, giving very high quality of service mind you, the org would expand to hundreds or even thousands of staff members.

Somewhere, when that doesn't happen, personnel mishandling has cut off the expansion.

So when we look this over we find that quality of delivered product detennines how much it will be in demand and that the only thing which will limit an expansion to meet that demand is personnel procurement, training and stability on post, getting the staff to 4roduce and holding the form of the org and making it go.

p

When personnel commits the errors (or crimes) mentioned here and when management fails to do the I to 5 listed above that I do in an org, there will be a halt.

True, an org is complex. True, quality is hard to maintain. True, one has to work. But unless personnel procurement and handling is IN all else will fail. So that's the weak spot.

An undermanned division will empty.

An undermanned org will pay badly and go down,

The point to handle is personnel.

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 29 A
Issue 11

Rernimeo
Dept 1 Hat
HCO Area Hat
HCO ES Hat
Dept 13 Hat

Personnel Series 2

PERSONNEL PROGRAMMING

If personnel are not programmed you get chaos.

The subject of personnel carries with it always the subjects of training and experience and suitability.

Dept 13 has been created to permit personnel to be "enhanced" or improved.

This is done by programming.

HCO should make known what it will need in the org in the next year. How many of what kind it now has.

Dept 13 must work out what programming is now needed. It posts a board, puts the names on it and sees that part time study will occur and be followed for the *next* post. It sees that this will be made.

HCO by looking back over some period of expansion will be able to forecast what will be needed more easily. Anyone in the org is usually aware of the undermanned posts that exist and the unfilled posts as they get hit with them continually. So if HCO doesn't know what these points are by record, it is easy to do a survey.

With an inefficient HCO which has not recruited and programmed, the org is already starting well behind the gate and is already howlingly undermanned and undertrained. Yet to solve all this by instantaneous transfers will unmock the lot.

The RIGHT way to do it is to

- 1 . Count up what you have.
2. Figure out where they will be promoted to.
3. Programme them on part time training and
4. Recruit.
5. When recruits are on, get them genned in fast on the lower posts so they can operate.
6. Shift the programmed people to the posts for which they have been programmed.
7. Begin to train up the recruits with part time programming.
8. Recruit.

This does not mean you shift every post in the org. It does mean your more experienced people are the ones that go up.

Various rules go with this-

TRY TO KEEP TECH TRAINED PEOPLE IN TECH.

TRY TO TRAIN ADMIN PEOPLE FULLY **FOR ADMIN.**

There are ways to waste enough training time to crash your org. Train a person to Class VI, put him in Public Divs. Train up a PES and transfer him to tech training. All sorts of goofs can be made in programming, all of them costly to the org, all of them defeating the objects of Personnel Dept I and Enhancement Dept 13. One obvious way is to train somebody up with no contract or note. But the main one is not to programme at all and just rattle around as a total effect.

Part of the action by Dept I is to beat down all the reasons why we can't hire anyone. I recently reviewed an area where personnel problems were desperate. Five to ten people a week were applying. Only 1 to 2 were "suitable", whatever that meant. That ratio is wrong. 80% unsuitable? 10% maybe, not 80%.

The area Dept 13 has to beat down is arranging work so no part time study can occur. Only about 20% of a staff won't study. Nearly 90% will handle their post if it's overloaded rather than study, which is okay. But putting somebody on day *and* foundation and putting 1 man on a 10,000 name address section to keep it up and in use are the usual reasons for no-study time.

This comes together between Dept I and Dept 13 AND IS AN INDICATOR THAT DEPT I IS GOOFING ITS RECRUITING ACTIONS.

Dept 3, Inspections, or the Executive Secretaries or Secretaries can also foul up both Dept I and Dept 13. By not inspecting and not running on and by stats these salt the org down with idling people. So you see Dept 22 let us say with 6 people and no production while the Treasury Sec has to work every night to handle an undennanned Dept 8.

The answer is *stats*, honest stats for everyone.

You can get a situation where you have enough people in the whole org to run an org but a third are overloaded and the rest Dev-Ting around. That's where there is no stat watching and no daily area inspections or executive interest.

I know of one org that has 44 on staff doing the work and potential service load of about 75. Naturally they can't take time off to study so they can't be programmed. *Yet* the stat situation is not watched or used nor is the place inspected so the production is about a 20 person org and no funds exist to pay 44 much less 75. The clue is that it's all manned except for Tech! The customers are there in droves. They can't get service. So no pay.

It is silly situations like this that occur when personnel are not programmed. Two years ago the above org did not train anyone, worked as a clinic and would not even audit staff. All its auditor contracts expired. HCO and the OES sat there in a fog and let it happen. There was no Dept 13 to programme anyone.

So here is a new angle to the recruitment problem. HCO is faced with the vital necessity of recruiting trained auditors NOW. Yet at this writing hasn't even sent around a bulk mailing to ask field auditors to drop in.

DEPT 14

So this is where Dept 14 gets into the act. It is a problem in org correction. If even Qual is empty it's all an OES function. The correct solution is to force recruitment of trained auditors, force recruitment of ordinary applicants, and programme it in Dept 13 to train up new auditors well.

THE REMEDY

You should realize that no matter how rough the problem looks, it involves *recruitment* and *programming*. Instant transfers can utterly wreck an org. Yet inevitably transfer! is all you hear when a solution is required to org production failures.

I think this comes in from the world of "psychology". Maybe labor unions. If a man isn't doing well on a post you transfer him. It assumes that each person has "aptitude". It never changes so you fit the post to the person by finding a new post. That's really nonsense. You can actually more profitably fit the person to the post.

Only when programming has failed (or doesn't exist) does one resort to transfers to solve personnel problems. Of course experienced able people get promoted. But unless they are programmed and trained watch out! He was a fine CF clerk and a lousy Dissem Sec. Why? It *isn't* his personality. It's that nobody trained him to be a Dissem Sec. He wasn't programmed.

It's cruel to promote a person and let the guy fall on his head.

Transferring because somebody doesn't do well is discipline, it is not "adapting people to jobs they can handle".

There is quite an awful jolt in losing one's post. Never think there isn't.

Promote-demote occurs when the person is not programmed. Therefore the new Dept 11

Therefore this personnel series.

L. RON HUBBARD

Founder

LRH:rr.rd

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Issue III

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Dept 1 Hat
HCO Area Sec Hat
ES Hats
Dept 13 Hat
Dept 14 Hat
Qual Sec Hat

Personnel Series 3

RECRUIT IN EXCESS

I have always followed a doctrine of hiring or recruiting in excess.

There is a heavy turnover in personnel. There are many stresses in human society.

You lose people from all ranks, particularly toward the top. Early on, for instance, I never could keep a secretary. Because she'd been my secretary she could get a big-pay job (one of them \$ 10,000 a year) from a bigwig. Or some young man had to marry her (and divorce her when she was no longer so glamorously placed). Anyway she was trained and had become an executive secretary. The only one I know of who didn't go UP had a Commie husband making sure she went down.

So the higher they go

- A. The more altitude they have that has market value, and
- B. The more stress that hits them and blows them apart.

This is true of auditors. You'll lose 3 times as many Class VIIIs as you lose Class VIs. You'll lose 3 times as many Class VIs as you do Class IVs. Etc. And you'll lose more auditors than you will admin people.

Therefore you have to be very careful indeed who you send for full time expensive technical training. You have to ask these questions:

- A. Is the candidate a uniformly good HDC auditor?
- B. Is the candidate scheduled for a technical post?
- C. Is the candidate a fast student by record?
- D. Is the candidate un-involved with anti-Scientology or non-Scientology connections such as wife or family?
- E. Is the candidate out of personal debt?
- F. Does the candidate have a good record of keeping his promises?
- G. Is the candidate willing to sign a new contract and note?
- H. Have the candidate's stats been high on post or especially in auditing?
 - 1. Does the candidate stay with the org and not go into Franchise?

If the answer to all these is emphatically yes there is a chance that the org will benefit. If any of these are no, or if any are even maybe, then *don't do it*. Find somebody who will be able to get a YES on every one. They are more numerous than you suppose.

This is also true for highly specialized admin training. The same list except for B (and is scheduled for an admin post and is a candidate for higher org admin training) applies rigorously.

Failing to establish these things first and getting it all understood, you can find yourself with all such funds expended and no highly trained personnel either.

LOSSES

The percentage of loss or incompetence discovered is hard to establish but is remarkably high. In the decade from 1960-1970, personnel turnover was quite heavy even in orgs that were booming.

During that time staff auditing was at a minimum. The orgs were jittery under psychiatric inspired attacks. Dianetic tech was not in use until mid-1969. From 66 to 1970 Scientology tech was quickie and the Grade and Class Chart not followed. Pay, after I ceased to be Executive Director, was low. Therefore you can make a list of things that have to be in hand to reduce heavy turnover.

1. Audit staffs well and train them for Staff Status.
2. Keep PRO Area Control in in areas and in the org.
3. Use Dianetics heavily and teach it well.
4. Keep all Scn tech materials in action with tapes and all materials and books in full use, well used, well taught.
5. Keep personal and Sectional, Departmental and Divisional stats high.
6. Keep the org recruited up.
7. Keep personnel programmed.
8. Hold the form of the org.
9. Deliver an excellent flubless product.
10. Work for volume of training and processing as the org's product.

As recruitment was also neglected and as contracts expired without being filled, we can add

11. Over-recruit always.

If you have an idea you will need 20 people in the next six months you had better take on at least 40 and you will have your twenty. And double is a low figure.

LINEAR RECRUITING

A firm hires a girl to write their letters. After 60 days they find she doesn't do her job. So they get rid of her and hire another. And in 90 days find she can't do her job.

So they fire her and hire another That's 150 days of no-correspondence. It's enough to ruin any firm. It's costly.

SIMULTANEOUS HIRING

A firm hires 3 girls feeling they need 1.

At the end of 150 days they have 1 girl.

But they had 150 days of correspondence. And a profit.

The economical answer in terms of saved profit is *keep up the production*. Don't fixate on personnel. Always do multiple personnel procurement.

In actual practice when you do this you seldom fire anyone. They blow off or they were actually needed.

If people *are* let go you don't just brush your hands of it. You in an organization can let them continue being programmed while they hold an outside job, fix them up, get them trained and hire them later.

Modern society is *very* loose footed. The state pays them not to work (apparently only). The society is suppressively oriented. The push and pull of personal relationships is poor.

You are edged in upon a society of dying cultural values, encroaching drugs, threatened annihilation.

No one out there feels very safe.

This insecurity leaks into the org and people get pushed around or push people around.

Real or fancied wrongs occur.

People are rather timid really.

And the more the society buys the idea it's a world of tooth and claw, the more it becomes so.

All this reflects into the picture of personnel.

You have to really work to keep orgs manned and trained up.

You do this by

- A. Running a very good org.
- B. Delivering an excellent product.
- C. Keeping a steady inflow of new personnel.
- D. Training and processing well those you have.

If the 1 to 11 are in in the org then **EXPANSION** occurs and losing hardly anyone you have to scramble to keep up.

As the **INCOME OF THE ORG DEPENDS WHOLLY ON ITS GDSes** (Gross Divisional Statistics) and as these are wholly *under the control of the org*, then it's obvious that the only finance trouble or pay trouble an org can have is by under-manning, under-training and under-producing.

No great International GI slump has ever occurred unless there has been a long GDS slump. So it's obvious that an under-manned org is asking for a cave-in.

Much of this has been learned in recent years.

At this writing there is little or no recruitment by HCOs and training of staffs could be better.

But the lessons we learn, we learn and apply.

And so it is with personnel.

L. RON HUBBARD
Founder

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Remimeo
Dept I Hat
HCO AS Hat
ES Hats
Dept 13 Hats
Dept 14 Hats

Personnel Series 4

RECRUITING ACTIONS

The first thing one has to handle in recruiting is the willingness of an org staff to have new people as staff members.

New people tend to cut pay down, they stretch internal staff services thinner, they are not yet "with it" and create a lot of Dev-T. Ethics problems rise. Deadwood goes overlooked. Staffs have a certain esprit and elan and aren't all that willing to confer it.

Some orgs plug along on a fixed inadequate gross income, refusing to recruit, losing old staff by contract expiry or graduating to higher orgs or general wear and tear.

They have a sort of horror of green staff members. One can't blame them-files get upset, comms vanish, body interruptions go high, one gets overloaded just handling the Dev-T generated.

BUT THERE IS A WAY TO HANDLE ALL THIS.

HCO PL 4 Jan 66 Personnel Staff Status and Staff Status 0, 1, 11 and III take care of these faults.

All this is Programmed in LRH ED 121 INT 29 Aug 70 STAFF TRAINING PGM NO. 2, which is a part of this Series.

Taking on new staff has to be done. Otherwise the org will not expand; that which stays the same shrinks and the org faces collapse.

So recruitment. is a vital necessity.

To overcome any objections, one makes sure that HCO PL 4 Jan 66 Staff Status is IN. Otherwise the place becomes a maelstrom. It is gotten in by the LRH ED STAFF **TRAINING PGM NO. 2.**

RECRUITING POOLS

HCO PL 24 June 1970 lists proper Personnel Pools for a Dianetics or Scientology Organization.

This covers areas for recruitment and gives ways to do it.

The main thing, the most important thing is that IT HAS TO BE DONE. It doesn't just happen.

An organization or activity has to recruit and it has to train.

The dream of the industrialist and even the modern agriculturalist is an activity which is totally automated (automatically run by machinery not people). The more "overpopulated" the world becomes the more the bigwigs dream about automation. I had a psycho editor once (cured him of being psychotic but never cured him of being an editor) who used to dream up civilizations where the machines were even repaired by machines.

The lovely part of machines is that they are supposed to be invariable in action. Each part meshes smoothly with every other part.

If you conceive of a machine made out of human beings instead of metal parts you see at once that the parts are not exact nor are they perfectly adapted to each other.

This is the fact about beings that dismays the industrialist. The parts don't fit, they vary, they have ideas of their own.

The "parts" also drop out of the "machine".

Any old time personnel system seeks to fit the people into the "machine" composed of people or fit the "machine" to the people.

All these systems were based upon a psychological principle that no person ever changed or got better.

Also the idea was that people's social order as it existed was the basic social order. (That the existing departure from the Ideal Scene was the Ideal Scene. See the Data Series Policy Letters.)

Thus it was conceived that an organization composed of human beings required perfect human beings or it wouldn't run at all. But there are no perfect human beings.

In "straightening an organization up" there is a belief that one must get rid of all its imperfect beings.

And this can go so far as to refuse to try out or let in any beings who are not perfect.

When things get to this pass one is looking at the probable death of an org.

In real life only a small percentage of people are "unsuitable". They come in four general classes:

- (a) Those who are destructively anti-social (Suppressive Persons).
- (b) Those who are connected with the destructively anti-social outside the org (Potential Trouble Sources).
- (c) Those ill, diseased or in some way unable to function.
- (d) Those who are active enemies sent in by active enemies to harm the org.

Anyone hiring should be familiar with the HCOBs covering Suppressive Persons and HCOBs and Policy Letters concerning Potential Trouble Sources.

He should also be familiar with testing procedures: (1) E-Meter Tone Arm position and needle manifestation (HCO PL 26 August 66 Ethics E-Meter Check) (2) IQ tests (3) Aptitude Tests (4) Leadership Score (5) Oxford Capacity Analysis (6) The Chart of Human Evaluation (*Science of Survival*).

These skills and procedures are part of the Hubbard Consultant (H.C.) Checksheet.

Using this technology one minimizes the entrance onto staff of persons who will upset the place.

If no reasonableness (faulty explanations) enters into this, the 10% who would enter disturbance into the place are eliminated.

If this barrier is put up and held up, then the people brought in on staff will not upset anything.

Following the Staff Status procedure one grooves them in.

And all is well.

If this procedure is NOT followed rigorously, the org will become educated into resisting new staff or recruiting. If it IS followed rigorously, the place will smoothly expand.

BEGINNING HIRING

To begin a cycle of recruitment one must first apply all the test procedures to all on the existing staff and compare it to production records.

This is important. In one case where scores of green personnel were recruited the place was *very* upset. The whole organization blamed the new recruits. BUT THE TROUBLE WAS COMING FROM THREE PERSONS ALREADY THERE-two were on drugs, the third was a Suppressive of a classic kind and these three blocked all training and processing of the new recruits! The three eventually blew off, people got trained and processed and the whole org went upstat. There were no undesirables amongst the new people! They were just so battered around and left so untrained that they were made to look bad!

Any org which has lost a lot of staff and has failed to recruit had hidden in it someone who should have been screened out!

So one is looking for a small percentage. He is NOT trying to find perfect people!

With that small percentage screened out one can make recruits into valuable staff members.

Whenever I see "80% were unsuitable" I really raise an eyebrow. Wrong percentage. When I see "we dismissed 50%" I raise the other eyebrow. Wrong percentage. 10% yes. 50 to 80% no.

So when I see figures like that I know that the screening is taking place in the wrong area. Somebody already IN is blocking others out and getting rid of them.

The test is not PAST. The test is what the E-Meter reads (no questions, just what is the read). What's the IQ, Leadership, Aptitude and Oxford? Where does he sit on the Chart of Human Evaluation?

If that's all okay and the personnel is IN now what's his stat of production? What's his study stat? What's his case gain?

And that handles that. Without much trouble. Without opinion. Without any oppression or threats.

THE CHARACTER OF MAN

You see, Man is not a savage beast at all. He is rather timid. He is easily alarmed.

His symptoms of revenge grow out of his fears.

His basic nature is social, not anti-social. He is not an animal. He likes to communicate. He actually would like to be friends. Rebuffs and upsets and failures to understand him and efforts to harrn him can make him hide under a mask of aggression. And this when it gets too bad and is wrong, is apt to drive him, crazy.

If he isn't crazy he is decent and tries to do his best.

That he put a foot wrong is unimportant. Will he put his foot right? is all I ever care about.

Discipline and punishment and threats can go far too far and can upset him very badly rather than crowd him "into line".

When madmen are amongst him he responds badly, is upset and becomes turbulent. Protected he acts well and behaves well and is constructive.

A lot of experience is talking. I've even made great crews out of people the government had made into convicts.

A very few have gone so wrong that only huge amounts of processing would ever repair. In *personnel* recruiting and training they have to be audited so long that they

are only cases, not personnel. They cause upsets for too long a period before they are handled as cases to be trusted.

They are not even natively bad. They think they are psychiatrists or wolves or vultures or something. They are crazy and think they have to kill or destroy.

People closely connected to them are a bit psycho as they go into terror.

When any weeding out goes further than this it is a bad mistake, upsets an organization, blows people off and is itself oppressive.

THE TOOLS

You have to realize that we have precision tools. If we lose them or don't use them we get into trouble.

For a long while the E-Meter as a personnel instrument was out of use in the test battery. The Chart of Human Evaluation was laid aside. The Oxford Capacity Analysis was not used.

And personnel errors almost destroyed several orgs.

The tools we have tell the story well. They can be disregarded, opinion, police record, social acceptability, etc. get put into use instead and we are for it. Those are the OLD tools that failed.

But to use the tools we have one has to realize they are precise tools. One doesn't get a bad needle on a personnel and explain it away. It's a bad needle (a Rock Slam or a Dirty Needle or a Stuck Needle or a Stage 4 Needle). It means we are dealing with dynamite.

We *can* handle it in processing. We *can* bring the person up to a valuable person IF WE ARE PROCESSING THE PERSON AS A PC.

But we are discussing *staff members*. We are discussing **PRODUCTION**. We are discussing hiring personnel.

Only about 10% fall into an unacceptable category. And they too can be saved. **BUT WE DON'T WANT THEM AS PART OF AN ORG STAFF.**

You see, there are two different things here. One is CASES. The other is PERSONNEL.

When a person knows he can handle off-beat cases he tends to get careless about cases being off-beat as personnel. **AND IT'S A NEAR FATAL ERROR.**

It costs the org its calm, staff members their pay and deprives the area of full use of the product.

So it's quite an overt to overlook the niceties and technology of personnel and goof it up.

A very bad off case on staff can actually cause enough trouble to blow off and bar out all good staff.

Bad recruits can make a whole org allergic to *any* recruits.

It's up to those in charge of Personnel to get trained as HCs and act accordingly.

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HCO POLICY LETTER OF 10 SEPTEMBER 1970

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Personnel Series 5

TRANSFERITIS

A survey of personnel on posts who would ordinarily be considered for transfer brings to light certain factors which underlie WHY they are failing on post even while seeming to work at it.

People on Personnel posts in companies have followed a 19th Century psychological approach that if a person can't do one post he can be transferred to another post to which he is better "adapted". "Talent", "native skill" all sorts of factors are given. But if a person with all things considered in the first place is then found to do badly on that post, the second think of 19th Century personnel was to transfer him to another post and yet another and another. The third think when again he fails is then to fire him.

Transferring under these circumstances is usually not only wrong for the person but strews the error all through the org.

The HCO PL 24 June 70 "Management Cycle" gives an answer to "has to be transferred".

CAMOUFLAGED HOLES

A "camouflaged hole" means a hole in the org line-up that *appears* to be a post. Yet it isn't a held post because its duties are not being done. It is therefore a *hole* people and actions fall into without knowing it is there. It can literally drive an org mad to have a few of these around. *Camouflaged* means "disguised" or made to appear something else. In this case a hole in the line-up is camouflaged by the fact that somebody appears to be holding it who isn't.

Let's take a receptionist who doesn't receive and route people. You will find the people in the org being fouled up by this. They all have to act *after* the fact of no-reception. This makes them handle reception in the midst of a mess of reception goofs. But there *appears* to be a receptionist. If there were NO pretended-receptionist, people would at least know this and keep an eye out. But as there "is a receptionist" who isn't a receptionist all reception actions have to be handled by others each time *after* there has been a goof! Guaranteed to mess up the environment and strain tempers more than somewhat.

An executive post is much harder to detect. Those below it are not aware of the skills the post needs and are only aware of trouble. Yet it easily can be just a camouflaged hole.

Given the fact that one is not dealing with a sick person or a scoundrel (any post requires that a person be fairly healthy and with a clean ethics record), for a person to be on a post and not doing it, he or she must be suffering from one or more of the following conditions:

1. Never trained up for the post in the first place. (Per Management Chart.)
2. Never grooved in on the post purpose.
3. Unreality or unfamiliarity with the Ideal Scene in its practical aspects, resulting in omitted data or a missing scene.

Furthermore, for a person to *Remain* on a post under these conditions he/she must:

- (a) Be unaware of their lack of knowledge.
- (b) Blame it on another or
- (c) Have considerations about status. (i.e. It would be damaging to their reputation for it to be found out that they didn't know.)

This last point, status, puts any post flub onto a WITHHOLD basis resulting in continuously deteriorating performance each time it occurs.

In actual fact in each one of the cases examined, one or more of the above points were evident in greater or lesser degree. My suggested remedy would be:

1. *Thorough* training as Deputy before putting any person on a major post. The purpose being to familiarize the person with actual working conditions.
2. A Clear approved statement of Post purpose must be written in the front of the Post Hat write-up, which is easily comprehensible and simple. This post purpose is then cleared to F/N in Qual before the person can be considered fully on post.
3. Once on post the person must constantly maintain and increase their working knowledge of their appointed areas of responsibility and study and familiarize themselves with old and new HCOBs and P/Ls as they apply. That they undergo a competent examination from time to time on the duties and actions of their post as they exist or are extended.
4. That to this end any poor performance on post be reported to Div V Dept 13 for investigation and correction by examining the above points and putting in those found out.
5. That within the framework of Cases and Morale Policy Letter, priority be given to those posts in the org that most likely could be expected to collect a '4status value' so that the integrity of those holding such posts be maintained.
6. That in any case, notwithstanding the above paragraph, persons on such posts should make every attempt to keep themselves clean of O/Ws, including making it known to the proper terminals when they find they have misunderstandings or missing data on post.

If there is any trouble in training a person up for a post it will be traced ordinarily to LACK OF ADEQUATE MATERIAL about that post and no checksheet to be thoroughly checked out on.

This should be checked as a point.

It is common not to have a pack of data or checksheet for a post and if so one must be made.

SUMMARY

Given a person on post not producing TRANSFER is almost never the right answer. Yet it is the one most frequently done.

If a person is morally unfit, a criminal or mad, it is obvious that "transfer" is the wrong answer.

So this leaves us with these actions to do:

As given in the Management Cycle, HCO PL 24 June 70.

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HCO POLICY LETTER OF 12 SEPTEMBER 1970

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Personnel Series 6

TRAINING

By actual test and practical experience, a fully trained on policy executive will raise the stats of an org.

An untrained executive will depress the stats.

An officer trained on the Flag Executive Briefing Course will send stats up where an equivalent officer not so trained will send them down.

This appears so obvious that it can be missed.

It means that it costs an org thousands upon thousands to use an untrained executive who has not done an FEBC. It costs personnel their pay, their facilities and their security.

If an FEBC cost \$30,000 (which it does not) the org would make it back in a few weeks.

If an untrained executive is placed in charge of an org it can prepare for losses and can succumb.

This is a very simple lesson. It is a matter of actual fact, not of PR.

This is shown up well when a fully trained executive is placed in charge of a whole org.

It is less visible but just as decisive regarding ANY post.

An untrained person on a post will be at best somebody not too destructive and at worst a camouflaged hole.

These facts are facts,

When you do not know this, be prepared to have lots of trouble, losses and Dev-T.

It costs money not to spend money pre-training for a post. It also costs money not to train a person *ON* a post to familiarize him with it.

Training is of course a relative word. The materials taught must be practical and useful and must apply to the job to be held.

Given this, a personnel officer who does not advise or provide for full pre-post training will be found to be very costly.

One who insists on full pre-training and on post training will be found to be a very valuable asset.

This data is *not* theoretical. It is the living truth.

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HCO POLICY LETTER OF 13 SEPTEMBER 1970

Personnel Series 7

HATS - VITAL DATA

1 can prove conclusively and utterly that any down statistic traces at once to two points:

- 1 . Failure to *hire* or recruit.
- 2. Failure to train people on their hats.

Regarding training, the failure of any executive is traceable to three points:

- A. Not making up a checksheet for the posts of juniors under him.
- B. Not making up a pack for the checksheet and a hat for each junior.
- C. Not fully training his juniors up on their hats as per A & B.

To do all this an executive must himself be trained.

HAT - means the duties of a post. It comes from the fact that jobs are often distinguished by a type of hat as fireman, policeman, conductor, etc. Hence the term HAT.

A "hat" is really a folder containing the write-ups of past incumbents on a post plus a checksheet of all data relating to the post plus a pack of materials that cover the post.

One also has a "Staff Hat" which is to say a folder containing all his duties as a staff member, the org itself and its lines and purposes.

There is also a hat folder for general or technical directives issued to all the staff regardless of post.

So there is a

- Post Hat
- Staff Hat
- Tech Hat

for every staff member.

Before Personnel transfers and begins a musical chair parade, it is well to inspect and see if

- (a) the post has all these hats and knows them
- (b) if the post's senior has actively provided them and checked them out or had them checked out on the junior.

If (a) and (b) are not true then 1 can assure you Personnel will be replacing and musical chairing forever.

It well may be that the executive is the trouble, not the incumbent.

A senior who does not see to full hats in the possession of juniors and does not see they are fully checked out is a liability.

ANY ORG'S TROUBLES CAN BE TRACED TO THESE TWO POINTS.

Therefore one must be very sure that seniors take responsibility for the hats, checksheets, packs and know-how of juniors.

A successful executive is one who understands

1. Organization.
2. His own hat, has a checksheet and pack for it and knows these.
3. That he is at extreme risk if he does not enforce Hat, checksheet and p'Ack checkouts on his juniors.

ANYONE WHO HAS JUNIORS UNDER HIM IS A TRAINING OFFICER FOR THOSE JUNIORS AS A VITAL ADDITIONAL DUTY.

So really, Personnel, if you want to know who your executives are find one who

- (i) Has been trained.
- (ii) Who produces well himself.
- (iii) Who enforces hats, checksheets and packs on his juniors and
- (iv) Trains his juniors as per (iii).

There you have an excellent executive, if not an executive director.

It is a cruel, vital total truth that you normally can trace the reason for inefficient areas in an org or company to

1. Lack of Hiring or recruiting.
2. Lack of trained executives.
3. Lack of executives who will assemble hats for and train their juniors.

An organization is a third dynamic technology.

When the hats aren't known or worn it's a mob.

A division which blows up or unmocks is usually

1. Undermanned.
2. Unorganized.
3. Untrained.

Whenever a senior on the line of command fails to see to the hats and full training of his juniors you have a total breakdown,

Personnel sees this in terms of hiring and firing and transfers.

Look into any area that can't keep its people and you find not enough people or untrained people. And you for sure will also find an executive who WILL NOT train his people, see that they have post hats and checkouts.

The solutions are pretty obvious.

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HCO POLICY LETTER OF 16 SEPTEMBER 1970

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Personnel Hats
Ethics Hats

Personnel Series 8

ETHICS AND PERSONNEL

(Applies to E/Os.)

Personnel can be harassed by utilization failures.

Demands for personnel are usually met by an Inspection of the area (Dept or Div or activity) that is demanding the personnel.

A personnel demand received by Personnel is properly routed to the Ethics Officer with the following request:

"Dept (or Activity) - is asking for personnel.

"Please check these points.

"A. Are existing personnel there busy?

"B. Have there been recent blows from that area? -

"C. Are their Mest and Comm lines in good condition?

"D. Do the personnel in that area each have HATS, FULL CHECKSHEETS FOR POST AND AREA?

"E. Does the senior officer of that area have and support a program for training and grooving in his personnel?

"F. Have the personnel now on post been ill (PTS)?

"G. Is there an SP in the area by meter check?

"H. Is study and auditing time arranged for?

"Please note by HCO PL 16 Sept 70, Ethics and Personnel, that if D and E above are out and no vigorous action is in progress to get these two points in, a Comm Ev should be convened.

"Please let me have a report on this area so that I can expedite needful personnel or demand utilization of existing personnel.

Personnel IIC"

UTILIZATION

An area which does not make hats, checksheets and packs for its staff members and does not vigorously groove in and get personnel on purpose lines and knowledgeable will cause endless trouble for personnel recruitment officers and personnel control officers,

An area can get into this hideous cycle:

Recruit
Don't train
Don't groove in
Don't utilize
Apply heavy Ethics
Lose personnel
Demand personnel
Don't train
Don't groove in
Don't utilize
Apply heavier Ethics
Lose personnel

It will just keep on and on and on.

The staff member who goofs is NOT the proper Ethics target. The correct Ethics target is the divisional officer or department head who does not Hat, Checksheet and Pack and Train on them and groove in on post every personnel he has.

In some areas this failure is not sloth or "no time" but a solid great big WON'T TRAIN.

As the area subjected to this is downtone and poor imaged and overloaded the job of recruitment is made nearly impossible.

PURPOSE & CRIME

A breakthrough in the know-how of civilization is that a thetan evidently considers any beingness better than no beingness.

This would explain how people cling to an even painful existence and why even a slave or prisoner does not just drop a body.

Beingness is valuable.

A post or job is enormously valuable. Even the most minor post has a status value.

The only quality that is critical about a job is can it be held at all. By heavy overload and harassment a job can be made untenable. But a "blow" or departure is only occasioned by hope of a better one elsewhere in this same life. A work load can be heavy. But when it gets impossible, one gets a blow.

An overloaded division will empty.

The most common way to overload an area is to fail to hat; checksheet and pack the personnel and not train them. Then they work badly as a team with lots of friction as the jobs are not meshed with one another. Dev-T results. An apparency of hard work ends up in poor or little production.

Then personnel begin to make goofs which absorb the time of other personnel.

Not only this but A PERSONNEL WITHOUT PURPOSE CAN COMMIT CRIMES.

The secret of a turbulent society is contained in these facts.

A welfare state pays people not to work. It is paying to have people without purpose or hats. Therefore it gets crime. There is NO surer way to beget an insurgent society than to deny purpose and posts to its members.

Knowingly or unknowingly, Welfare Statism is aimed at disenfranchising citizens. From Rome on forward every welfare state has eventually erupted in revolt and civil war. And every state which denied jobs or status has blown up in revolt. The French and Russian revolutions were fully concerned with breaking a monopoly of status.

However you view it or however it was done, FAILURE TO PROVIDE JOBS, PURPOSE AND TRAINING ON JOBS BEGETS REVOLT.

Unhappiness, social misery are not answered by denying in any way actual useful jobs.

The sense of belonging and purpose in living can be strangled in many ways.

Whenever it is done it is done by some mechanism (like the dole or relief or plain unemployment) which prevents participation.

Participation is only achieved by the worthwhileness of the activity, the factualness and understanding of the activity, explained purpose and an exact and trained in set of duties.

Crime stems totally and entirely from lack of belonging and understanding that to which one belongs. The criminal or juvenile gang is a substitute for society. It is an outlaw pack at the throat of that which forced it not to belong.

Preventing youthful participation, permitting airy-fairy education, unreal values and lack of understanding turns youth against the state.

Politicians and financiers have been too deficient in imagination to provide real jobs ' real training, real objectives. It is easier to toss contemptuous starvation handouts to the multitude. Or lock them out entirely.

The wages of such action are revolt and social decline,

There is work and thought needful in providing

- A. A worthwhile cause.
- B. Valuable production.
- C. Jobs and status.
- D. Real education for the posts held.
- E. Perpetuation of a valuable activity.

Any businessman for various reasons tries to do this. He is usually overburdened by the state.

In Russia where there is only the cynical state police duress is all that holds the rickety framework together.

Thus there is a direct coordination between (a) social disorder and (b) no-job or no-hat or no-training on it.

ETHICS AND HATS

Wherever Ethics has to be heavy you find

- 1. No real hats.
- 2. No checksheet or pack.
- 3. No thorough grooving in.

Given a worthwhile cause, Personnel can be made a near impossible post by neglect of grooving in.

When a person is unable to wear a hat, *processing* can trace back *the cycle of attaining status and losing it* until the person can have a hat.

Personnel placement is far less important than on the job hats, checksheets and packs grooved in.

Promotion follows any good production in due course.

This is how Ethics and Personnel work together or conflict.

If Ethics does not target those who fail to train rather than those who aren't trained or processed and goof or commit crimes, Ethics and Personnel both will come a resounding cropper.

In support of what I say, Ethics can trace any trouble in an area back to a failure to recruit and fully realistically train on posts.

And Personnel can trace any trouble in an area to past failures to recruit and fully realistically train on posts.

You have here in an org what has been destroying all of Man's civilizations denying jobs and status, failing to groove in and train. Man has only had force and Cossacks to remedy these lacks when what he really needed was imagination, jobs and training.

A full appreciation of this solves many riddles regarding social planning and societies.

In our own sphere we must use this understanding well and drive the social aberrations out of our orgs and keep them out by recruiting, hats, checksheets, packs and full training for every post and the sweeping removal of all blocks and barriers which prevent it.

A Man wants to belong. He can't if he does not know the purpose of that to which he belongs and *all* the duties and actions of his post.

So make it so by recruiting, training and processing that he *can* belong and be valuable.

And by having upstat orgs make it so the public can come in, get service and also belong by membership.

If you understand this fully, we can triumph for it is a know-how few other men have.

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[See also HCO Pl, 10 February 1971, Issue 111, *Personnel Series 18*, on page 242 which adds to the above Policy Letter.]

HUBBARD COMMUNICATION
Saint Hill Manor, East Grinstead
HCO POLICY LETTER OF 22 SEP

Rernimeo
Exec Hats
Personnel Hats
Ethics Hats

Personnel Series 9
Org Series 4

AN URGENT IMPORTANT AND STARRA TE PL

HATS

HAT - A term used to describe the write-ups, checksheets and packs that outline the purposes, know-how and duties of a post. It exists in folders and packs and is trained in on the person on the post,

HATTECHNOLOGY

"Hats" developed in 1950 for use in Dianetic orgs as a special technology. The term and idea of "a hat" comes from conductors or locomotive engineers, etc each of whom wears a distinctive and different type of headgear. A "hat" therefore designates particular status and duties in an organization.

A "hat" is a specialty. It handles or controls certain particles in various actions and receives, changes and routes them.

A "hat" designates what terminal in the organization is represented and what the terminal handles and what flows the terminal directs.

Every hat has a product.

The product can be represented as a statistic.

Any job or position in the world could have its own hat. The reason things do not run well in a life, an org, a group, nation or the world is an absence of hats.

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

Any protest of anyone against things not running right can be traced to lack of hats.

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

HAT CONTENT

A hat must contain

- A. A purpose of the post.
- B. Its relative position on the org bd.
- C. A write-up of the post (done usually by people who have held it before relief and when so done it has no further authority than advice).
- D. A checksheet of all the policy letters, bulletins, advices, manuals, books and drills applicable to the post. (As in a course checksheet.)
- E. A full pack of the written materials plus tapes of the checksheet plus any manuals of equipment or books.
- F. A copy of the org bd of the portion of the org to which the post belongs.
- G. A flow chart showing what particles are received by the post and what changes the post is expected to make in them and to where the post routes them.

H. The product of the post.

1. **The statistic of the post, the statistic of the section, the statistic of the department and division to which the post belongs.**

STAFF HAT

There is also a general staff hat.

This hat contains

- (a) The overall purpose of the org, its aims, goals and products.
- (b) The privileges or rewards of a staff member such as auditing, training on post, general training availability, pay, vacations or leave, etc.
- (c) The penalties involved in non-production or abuse of post privileges or misuse of the post contracts.
- (d) The Public Relations responsibilities of a staff member.
- (e) The int~rpersonal relations amongst staff members including courtesy, cleanliness, attitudes to seniors and juniors, office etiquette, etc.
- (f) The Mest of posts generally, its papers, despatches, files, equipment.
- (g) The Comm and Transport System of the org,

GRADIENT SCALE OF HATS

A "gradient scale" means "a gradual increasing degree of something". A non-gradient scale would be telling someone to enter a skyscraper by a 32nd story window.

Thus there is a gradient scale of organizing.

A key to this is found in *Problems of Work's* theory of confusion and the stable datum.

One in actual practice has to cope while organizing.

COPE means to handle whatever comes up. In the dictionary it means "To deal successfully with a difficult situation". We use it to mean "To handle any old way whatever comes **up, to handle it successfully and somehow**".

IF YOU *REMAIN* IN COPE, THE DEMAND TO COPE INCREASES.

In that you have the key to "exhausted executives" or staff members. You have why the President of the US ages about 20 years in one term of office as you can see by comparing dated photographs of past presidents. He is totally on cope. His government has an org board that looks like a pile of jackstraws. He has no hat. His staff have no hats. His government departments have no hat. The technologies of economics, law, business, politics, welfare, warfare, diplomacy have been lost or neglected (they do exist to some extent).

The guy is on total cope. And the post has been on total cope since it was created as an afterthought by the Constitutional Congress that began the post in the 18th Century. Even what it says in US Civics textbooks is not found in practice.

So "difficult situations" are the order of the day and are handled by special actions and appointments.

The people who should handle them haven't got real hats.

This is all catching up with the country at this writing to such a degree that the citizen cannot benefit from a stable society or social order. The country looks more like a war of insurgency.

In other words departures from hats has led into total cope and it is steadily worsening.

Any organization put in by one political party is knocked out by the next incumbent and who could totally organize a country in four years? (The term of a president.)

Yet it is hanging together some way and some way meeting increasing demands and pressures.

I have stated this in a large example so that it can be seen in a smaller unit.

To handle this one would first have to want to straighten it out and then assemble the tech of admin to straighten it out. And then one would have to begin on a gradient scale of org bd and hats.

A cope sort of hat would be tossed off orders to some other people on staff who have some title of some sort.

Along with this would be a posted org bd that has little to do with duties actually performed and used by a staff that doesn't know what it is.

One begins to move out of cope (as given in other series) by putting an org board together that labels posts and duties and getting people on them to handle the types of particles (bodies, mailings) of the org.

The next action would be brief write-ups of the posts and their duties and checking people out on them.

Actually if you only got to the middle of the last paragraph with an org the executives would remain in cope. So much know-how would be missing in the org's staff that every rough bit would shoot up to the executive for special handling and that is cope.

Hats only in this far is not good enough as it still takes a genius to run the place.

The next gradient scale is to get the hat to contain

- (i) The post write up itself
- (ii) The theory and practical necessary to run it.

This is done by a preparation of checksheets of data and a pack matching it for key posts.

Naturally the org bd now has to become more real and staff has to be checked out on it.

Then hats as post checksheets and packs are extended to the rest of the staff.

The mechanisms of training have to exist by this time.

Seniors have to be made responsible that every junior below them has a hat consisting of write-up, checksheet and pack.

Meanwhile one continues to cope.

Gradually, gradually staff begin to know (through checkouts) their hats.

New staff coming on are grooved in better.

Cope begins to diminish and the organization tends to smooth out.

Here and there competent handlings begin to show up brightly.

Now we find a new situation. With everyone throwing together checksheets and packs for staffs we find non-standard checksheets. Some messenger has to do the full checksheet of the HCO Division pages and pages long. The HCO Sec has a checksheet with just 10 items on it.

So a central authority has to standardize post checksheets and survey and put in overlooked bits of data.

But that is way up the line. The org long since has become smooth and prosperous.

So that is the gradient scale of getting in hats.

EXPERTS

Here and there you find an area of special expertise in an org where the expertise is so expert in itself that it obscures the fact that the person does not also have a full post hat.

A lawyer would be a case in point. It takes so long to learn law in some law school that an org executive can overlook the fact that the *post* hat is missing. Org policy on legal matters and staff hat remain unknown to this legal post AND JAM IT UTTERLY. This came to light when a whole series of cases was being neglected because the legal staff member, an excellent lawyer, did not know how to make out a Purchase Order or that one could or should. Investigation found no post or staff hat. Only a legal degree.

Orgs continually do this with auditors. They are technical experts in *auditing*. So they get assigned to posts in the HGC WITH NO HAT. Backlogs occur, things goof up. Tech fails. All because it is overlooked that they are PART OF AN ORO and need staff and post hats and need to be trained on them.

Worse than that, a highly classed auditor is often put on an admin post without hat or training for it.

You would not take an admin trained person and without further training tell him to audit. So why take an auditor and tell him to handle an admin division?

Without his post write-up, checksheet and pack FOR THE POST and without training on it, the person just isn't qualified for it no matter what *other* line he is expert in.

It is great to have an expert who has been specially trained in some profession. But lawyer, engineer or Public Relations, he must have his hat for the org post and be trained on it or he will goof! Yet one won't suspect why that area is goofing because "he's a Class VI isn't he?"

UTILIZATION

Personnel can recruit madly, answering every frantic demand for personnel and yet HAVE THEM ALL WASTED for lack of full hats and full training on those hats.

An investigation of blows (desertions) from orgs shows that lack of a grooved in hat was at the bottom of it.

People come on a job. It is at once a great mystery or an assumption of total know-one or the other.

Either one continued leads them into a state of liability to the org.

People who don't know what they are doing and people who don't but think they do are both NON-UTILIZED PERSONNEL.

Pay and prosperity for the rest of the staff will go down unless this is remedied.

The whole org can sag and even vanish under these conditions.

So personnel has a vested interest in hats being complete and staff trained on them. For personnel people cannot possibly cope with "no pay so can't hire anyone" and "no people so can't produce".

The answer is H-A-T-S.

And a Hat is a write-up, a checksheet and a pack.

And the staff member trained on them.

ETHICS

When a person has no hat he lacks purpose and value.

When he has no purpose and value he not only goofs, he will commit crimes.

It is apparently easier to hit with Ethics than to program and give someone a full hat and get him trained on it.

Police action is not a substitute for having purpose and value.

This is so fundamental that one can even trace the unrest of a nation to lack of purpose and value. A huge welfare program guarantees crime and revolt because it gives handouts, not hats.

Even a field Scientologist should have a hat.

By doing only this over the world we would own the planet as in an expanding population, individual purpose and value are the most vital and wanted commodities.

If there are no real hats there will soon be no money of any value and no bread!

SUMMARY

ANY HAT IS BETTER THAN NO HAT according to the way a thetan seems to think.

But be that as it may, the downfall of any org can be traced directly and instantly to no recruiting or no org board, no hats or unreal hats or no training on hats.

The sag of an org can be traced directly to lack of hats and lack of training on hats.

The overload of any post can be traced directly to lack of an org bd and lack of hats and no training on hats.

The way out is to organize the org board and hats while you cope.

If you do not your cope will become an overwhelm. If you do your burden will lighten and your prosperity increase.

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 Idea]Scene.

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HCO POLICY LETTER OF 6 OCTOBER 1970
Issue 11

Remimeo

Personnel Series 10

"MOONLIGHTING"

Staff members of an org who also have other jobs outside the org are said to be MOONLIGHTING.

Day staff with an evening or weekend job or Foundation staff with a day job have been accused unjustly in the past of injuring an org.

An org only gets injured when its doors get closed and it ceases to promote and deliver good service.

If a whole staff of a Day Org decided to close the org all day and open it only in the evening "Moonlighting" would have destroyed the day org. This would be heavily frowned upon.

If a Foundation staff closed the Foundation to get evening work, it would be a highly non-survival act and injurious.

An org which is just starting up or which has been so unorg boarded and unhatted that it fell into such a slump that staff could not live on its pay, the staff would be remiss not to Moonlight while they built the org back up. Built up, org boarded and hatted the org could pay its staff adequately.

To forbid the practice of Moonlighting would be to force a staff member to blow in self defense.

INFLATION

As money inflates (purchases less) and as the costs of operating rise, and fees remain unchanged an org can get into a situation where it is inefficient and pays low salaries.

"Moonlighting on the government" would be quite permissible. With governments anxious to hand out welfare, in some depressed area it would be quite all right to go on the dole or relief and work as a church volunteer in the org.

The higher unemployment rises, the less money will buy, the more finance trouble there is.

Org staffs under such duress can even live as monasteries for food, shelter and pocket money and keep an org going.

SUBSIDY

At this writing the only subsidies available from governments are for those who kill people. The money the government should be spending to support our orgs goes to special interest groups like psychiatry who pocket it and deliver nothing.

Up the years this may change.

Until it does we have to keep our heads up financially.

That also applies to an org staff member. There is no reason he should lose his staff job because he also has to Moonlight to live.

A well-run, well-recruited, well-org boarded, well-hatted, well-trained org delivering high quality training and auditing makes very adequate income and pays well. But it sometimes takes time to build up from a mismanaged slump to an Ideal Scene again.

There is no policy against MOONLIGHTING where it does not injure the org.

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HCO POLICY LETTER OF 9 OCTOBER 1970

Rernimeo
Personnel Hats
PR Checksheets

Personnel Series 11

PR Series 4

THE PR PERSONALITY

A Public Relations personnel has to be spot on in

- (a) Confronting
- (b) Organizing
- (c) Working

CONFRONT

In Confronting, a shy or retiring PR is not about to handle suppressive persons or situations. A PR must be able to stand up to and handle the more wild situations easily and with composure. When he does not, his confront blows and any sense of presentation or organization would go up in smoke. A PTS (Potential Trouble Source) person or one who roller coasters case-wise or one who tends to retreat has no business in PR. His connections that make him PTS and his case would have to be handled fully before he could make good on PR lines.

ORGANIZE

In Organizing, a PR has to be able not only to organize something well but* to organize it faultlessly in a flash.

Every action a PR takes concerns groups and therefore has to be organized down to the finest detail; otherwise it will just be a mob scene and a very bad presentation.

A PR who can confront, can "think on his feet" and grasp and handle situations rapidly and who can organize in a flash will succeed as a PR.

WORK

The last essential ingredient of a PR is the ability to WORK.

When appointing people to PR training the person's *work record* is very very important.

The ability to address letters, push around files, haul furniture into place, handle towering stacks of admin in nothing flat are all PR requisites.

To be able to tear out to Poughkeepsie before lunch and set up the Baby Contest and build a scene for a press conference on catfish before two and get dressed, meet the governor by 6 is WORK. It takes sweat and push and energy.

A PR should be able to get out a trade paper in hours where an "editor" might take weeks.

The ability to work must be established in a potential PR before wasting any training time as a PR who can't work fails every time.

DELUSORY REQUIREMENTS

People *think* a PR must be charming, brilliant, able to inspire, etc, etc.

These are fine if they exist. But they are actually secondary qualities in a PR.

Lack of the (a), (b), (c) qualities is why you see PRs begin to hit the bottle, get sick, fail.

If a PR is also charming, brilliant, able to inspire, he is a real winner. Possibly one is born with all these qualities every few generations.

Personnel in appointing and training PR must look for the wish to be a PR and (a), (b) and (c).

And anyone taking up PR who does so to escape hard work will fail as it IS hard work.

A real top PR wants to be one, has the abilities of (a), (b) and (c) and is trained hard and well on the subject. Then you have a real stat raiser, a real winner, a real empire builder.

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[Note: Some mimeo issues of this Policy Letter were issued with an error in the fourth line, which read (c) *Confront Working* instead of the correct (c) *Working*. HCO Policy Letter of 11 April 1972, *Personnel Series 11 Addition, PR Series 4 Addition*, ordered the replacement of any faulty copy found, either loose or bound in packs, correction of stencils with the incorrect text before any copies were run off from it, and immediate correction of any translation made from the incorrect copy. It also ordered that, where a student had used an incorrect copy in his study, a correct copy be sent to him at once, with a request by the current course's Supervisor that he check out on it star-rated, and enclosing a copy of HCO PL 11 April 1972. The copy as it appears above is correct.]

HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead. Sussex

HCO POLICY LETTER OF 20 NOVEMBER 1970

CORRECTED & REISSUED 29 AUGUST 1974

Remimeo

Personnel Series 12

Org Series 15

ORGANIZATION MISUNDERSTOODS

By Scientology Study Technology, understanding ceases on going past a misunderstood word or concept.

If a person reading a text comes to the word "Felix Domesticus" and doesn't know it simply means HOUSE CAT, the words which appear thereafter may become "meaningless", "uninteresting" and he may even become slightly unconscious, his awareness shutting down.

Example: "Wind the clock and put out the Felix Domesticus and then call Algernon and tell him to wake you at 10:00 am", read as an order by a person who didn't bother to find out that "Felix Domesticus" means "house cat" or "the variety of cat which has been domesticated" will not register that he is supposed to call Algernon, will feel dopey or annoyed and probably won't remember he's supposed to wake up at 10: 00 am.

In other words, when the person hit a misunderstood word, he ceased to understand and did not fully grasp or become aware of what followed after.

All this applies to a sentence, a book, a post or a whole organization.

Along the time track a crashing misunderstood will block off further ability to study or apply data. It will also block further understanding of an organization, its org board, an individual post or duties and such misunderstands can effectively prevent knowledge of or action on a post.

ALL THIS IS THE MOST COMMON CAUSE OF AN UNACCEPTABLE POST PRODUCT, OR NO PRODUCT AT ALL.

The difficulties of an organization in functioning or producing stem from this fact.

Personal aberration is the cause of products that are in fact overt acts.

Scientology technology today easily handles the personal aberration part of the problem, **IF IT IS USED AND PROPERLY APPLIED**. Leaving an org unaudited or being unable to figure out how to run a viable org so that it can afford to audit its staff members is asking for post or org products that are overt acts.

Employing persons of the Leipzig Gen-nany death camp school (psychologists, psychiatrists) to handle personal aberration is like throwing ink in water to clean it up. Governments stupidly do this and wonder why their final product as an organization is riot, war and a polluted planet. The point is not how bad psychology and psychiatry are, but that one does have to *handle* personal aberration in an organization and these schools were too vicious and incompetent to do so.

Those who are personally very aberrated are not about to produce anything but an overt act. They are difficult to detect as they are being careful not to be detected. Things "just sort of go wrong" around them, resulting in a product that is in fact an

overt act. But these constitute only about 10 or 20 percent of the population.

The remaining 80% or 90% where they are non-functional or bungling are so because they do not understand what it's all about. They have in effect gone on by a misunderstanding such as what the org is supposed to do or the admin tech they use on their posts or where they are or what their product is.

Earth organizations like governments or big monopolies get a very bad reputation because of these factors:

1. Personal aberration of a few undetected and unhandled.
2. Inadequate or unreal basic education technology and facilities.
3. Inadequate or unknown organization technology.
4. Non-comprehension of the individual regarding the activities of which he is a part.
5. Non-comprehension of the basic words with which he is working.
6. Purposes of the post unclear.
7. Admin of the post not known or comprehended.
8. Technology in use not fully understood.
9. A lack of comprehension of products.

Out of these nine things one gets organizational troubles and the belief that it takes a genius to run one successfully. Yet all the genius in the world will fail eventually if the above nine things are not handled to some degree.

The common methods currently in use on the planet to handle these things are very crude and time consuming as the items themselves are either dimly comprehended or not known at all.

1A. Personal aberration is met by torture, drugs or death when it is detected. Yet only the very serious cases who are obviously screaming, muttering or unconscious are singled out whereas the dangerous ones are neither detected nor handled at all and become with ease generals or presidents or dictators, to say nothing of lesser fry. 10% to 20% of any organization is stark staring mad, doing the place in so adroitly that only their actual product betrays them,

2A. Basic education as well as higher general education has become a mass produced area crawling with bad texts and non-comprehension and used mainly by hostile elements to overturn the state or pervert the race and its ideals.

3A. Organizational technology is so primitive as to change national maps and leading companies many times a century, an extremely unstable scene for a planet.

4A. Very few individuals on the planet have any concept of the structure entities such as their country or state or company. Persons surveying the public in the US, pretending to advise acceptance of "new measures" already in the Constitution were threatened for being revolutionaries. Hardly anyone knew the basic document of the nation's organization much less its rambling structure.

5A. The basic words of organization are glibly used but not generally comprehended, words like "company", "management", "policy". Vocabularies have to be increased before comprehension and communication occur and misunderstandings drop out.

6A. Post purposes are often glibly agreed with while something entirely different is done.

7A. Administrative actions involving posts are often only dimly comprehended and seldom well followed but in this matter of communication, despatches, etc the planet is not as deficient as in others except that these functions, being somewhat known can become an end all-tons of despatches, no actual product. In some areas it is an obsession, an endless paper chain, that is looked on as a legitimate product even when it leads to no production.

8A. The planet's technology is on the surface very complex and sophisticated but is so bad in actual fact that experts do not give the planet and its populations 30 years before the smoke and fumes will have eaten up the air cover and left an oxygenless world. (The converters like trees and grass which change carbon dioxide to oxygen are inadequate to replace the oxygen and are additionally being killed by air impurities coming out of factories and cities.) If the technology destroys the base where it is done-in this case the planet-it is not adequate and may even be destructive technology.

9A. The whole idea of "product" is not in use except in commercial industry where one has to have a car that sells or a washing machine that actually washes.

THE HARD ROAD

It is against this primitive background that one is trying to run an organization.

If it were not for improvements made on each one of these points the task could be hopeless.

I have gone to some length to outline the lacks in order to show the points where one must concentrate in (a) putting an org together and (b) keeping it viable.

In these nine areas we are dealing with the heart of it in running orgs.

Enthusiasm is a vital ingredient. It soon goes dull when insufficient attention is paid to resolving and getting in these nine points.

Bluntly, if they are not gotten in and handled, the task of living and running a post or an org will become so confused that little or no production will occur and disasters will be frequent.

THE WORDS

The by no means complete list of words that have to be fully cleared and understood just to talk about organization as a subject, and to intelligently and happily work in an org **EVEN AS ITS LOWEST EMPLOYEE** is:

A Company A Board of Directors Top Management Policy Management Programmes Targets Orders Technology Know-How Org Bd Post Hat

Cope Purposes Organize Duties

- Checksheet
- Checklist
- Comm Channel
- Command Channel
- Relay Point
- Stable Terminal Double Hatted A Product Aberration VIABILITY

This is key vocabulary. One could draw up a whole dictionary for these things and no one studying it would be any wiser since it would become salted with other words of far less importance.

The way to do this list is sweat it out with a meter until one knows each can't mean anything else than what it does mean.

Out of a full understanding of what is implied by each, a brilliantly clean view is attained of the whole subject of organization, not as a fumble but as a crisp useable activity.

Unless one at least knows these words completely so that they can be used and applied they will not buffer off confusions that enter into the activity.

Glibness won't do. For behind these words is the full structure of an activity that will survive and when the words aren't understood the rest can become foggy.

We do know all these needful things. We must communicate them and use them successfully.

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*[Note: The 29 August '74 reissue corrected the word *test* to *text* in the second paragraph on page 219.1*

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 6 DECEMBER 1970

Remimeo Dept 14 Hats

Personnel Series 13
Org Series 18

THIRD DYNAMIC DE-ABERRATION

The exact mechanism of 3rd Dynamic (group or organization) aberration is the conflict of COUNTER POLICY.

Illegal policy set at unauthorized levels jams the actions of a group and IS responsible for the inactivity, non-production or lack of team spirit.

Counter policy independently set jams the group together but inhibits its operation.

Out-Reality on org bds, hats, etc, is to a large degree caused by disagreements and conflicts which are caused by illegal policy.

If we had a game going in which each player set his own rules, there would be no game. There would only be argument and conflict.

VARIETIES OF COUNTER POLICY

At the start it must be assumed or effected that there is someone or somebody to set authorized policy for the group. Absence of this function is an invitation to random policy and group conflict and disintegration. If such a person or body exists, new proposed policy must be referred to this person or body and issued, not set randomly at lower levels or by unauthorized persons.

Policies so set by the policy authority must be informed enough and wise enough to forward the group purpose and to obtain agreement. Ignorant or bad policy even when authorized tends to persuade group members to set their own random policy.

When no policy at all exists random policy occurs.

When policy exists but is not made known, random policy setting will occur.

Ignorance of policy, the need or function of it, can cause random policies.

Hidden not stated random policies can conflict.

Correct policy can be relayed on a cutative basis-a few words left off or a qualifying sentence dropped which makes policy incorrect or null. "Children may not go out" can be made out of "Children may not go out after midnight".

Altered policy can be limitless in error.

Attributing a self set policy to the authorized source can disgrace all policy as well as pervert the leadership purpose.

Policy can be excluded from a zone of a group that should be governed by it. "Pipe making policy does not apply to the snwill pipe shop."

Such masses of unnecessary policy can be issued that it cannot be assimilated.

Policy can exist in large amounts but not be subdivided into relevant subjects as is done in hat checksheets.

Disgrace of policy can occur in a subsequent catastrophe and render any policy disgraceful, encouraging self set policy by each group member.

CLEARING A GROUP

All authorized policy must be set or made available in master books and adequate complete policy files. This makes it possible to compile hats and checksheets and issue packs.

Group surveys of "What policy are you operating on?" can reveal random policy.

All bugged (halted) projects can be surveyed for illegal policy and cleaned up and gotten going again.

Other actions can be taken all of which add up to:

1. Get existing policy used.
2. Get areas without policy crisply given policy from the authorized source.
3. Debug all past projects of false policy.
4. De-aberrate group members as per the Organization Misunderstands PL and other materials.
5. Educate the group members concerning policy technology.
6. Set up systems that detect, isolate and report out-policy and get it corrected and properly set, issued and known.
7. Monitor any new policy against statistics and include policy ousnesses as part of all statistical evaluations.

ADMIN SCALE

I have developed a scale for use which gives a sequence (and relative seniority) of subjects relating to organization.

GOALS
PURPOSES
POLICY
PLANS
PROGRAMMES
PROJECTS
ORDERS
IDEAL SCENES
STATS
VALUABLE FINAL PRODUCTS

This scale is worked up and worked down UNTIL IT IS (EACH ITEM) IN FULL AGREEMENT WITH THE REMAINING ITEMS.

In short, for success all these items in the scale must agree with all other items in the scale on the same subject.

Let us take "Golf Balls" as a subject for the scale. Then all these scale items must be in agreement with one another on the subject of golf balls. It is an interesting exercise.

The scale also applies in a destructive subject. Like "Cockroaches".

When an item in the scale is not aligned with the other items, the project will be hind red if not fail.

The skill with which all these items in any activity are aligned and gotten into action is called MANAGEMENT.

Group members only become upset when one or more of these points are not aligned to the rest and at least some group agreement.

Groups appear slow, inefficient, unhappy, inactive or quarrelsome only when these items are not aligned, made known and coordinated.

Any activity can be improved by debugging or aligning this scale in relation to the group activity.

As out-Reality breeds out-Comm, and out-Affinity, it follows that unreal items on the scale (not aligned) produce ARC Breaks, upsets and disaffection.

It then follows that when these scale items are well aligned with each other and the group there will be high Reality, high Communication and high Affinity in the group.

Group mores aligned so and followed by the group gives one an ethical group and also establishes what will then be considered as overts and withholds in the group by group members.

This scale and its parts and ability to line them up are one of the most valuable tools of organization.

DEBUG

When orders are not complied with and projects do not come off, one should DETECT, ISOLATE and REPORT and handle or see that it is handled, any of the scale items found random or counter.

If any item below POLICY is in trouble-not moving, one can move upwards correcting these points, but certainly concentrating on a discovery of illegal or counter policy. Rarely it occurs some old but legal policy needs to be adjusted. Far more commonly policy is being set by someone verbally or in despatches. or hidden. that is bugging any item or items below the level of policy.

So the rule is that when things get messed up, jammed up, slowed or inactive or downright destructive (including a product as an overt act) one sniffs about for random or counter policy illegally being set in one's own area or "out there".

Thus in the face of any outness one DETECTS -ISOLATES -REPORTS and handles or gets handled the Out-Policy,

The *detection* is easy. Things aren't moving or going right.

The isolation is of course a WHAT POLICY that must be found and WHO set it.

Reporting it would mean to HCO.

Handling it is also very easy and would be done in Qual.

This Admin tech gives us our first 3rd Dynamic de-aberrater that works easily and fast.

Why?

Well, look at the Admin Scale. Policy is just below *Purpose*.

Purpose is senior to policy.

The person who is setting random or counter illegal policy is off group purpose. He is other purposed to greater or lesser degree.

From 1960 to 1962 I developed a vast lot of technology about goals and purposes. If we define a goal as a whole track long long term matter and a purpose as the lesser goal applying to specific activities or subjects we see clearly that if we clean up a person's purposes relating to the various activities in which he is involved and on the eight dynamics we will handle the obsession to set random or counter policies!

So it is an auditing job and the tech for it is extensive. (The African ACC was devoted to this subject. Lots of data exists on it.)

It happens however that around 20% (probably more) of any group's members are actively if covertly anti-group and must be handled at a less profound level under Personal Aberration in the Org Misunderstood Policy Letter before you can begin to touch purpose.

Thus any group member, since this tech remedy helps them all, would be handled with:

1. General case de-aberration (called L I Os on Flag).
2. Purpose handling for posts.

3. **Org bd, hatting and training.**

Those setting random or counter purpose later detected would get further no. 2 and no. 3.

As the universe is full of beings and one lives with them whether he likes it or not, it would be to anyone's interest to be able to have functioning groups.

The only way a group jams up and (a) becomes difficult to live in and (b) impossible to fully separate from is by random and counter purposes.

If one thinks he can go off and be alone anywhere in this universe he is dreaming.

The first impulse of a hostile being is "to leave" a decent group. What a weird one.

The only reason he gets in jams is his inability to tolerate or handle others.

There's no road out for such a being except through.

Thus all we can do to survive even on the first dynamic is to know how to handle and be part of the third or fourth dynamic and clean it up.

Probably the reason this universe itself is considered by some as a trap is because their Admin Scale is out.

And the only reason this universe is sometimes a trial is because no one published its Admin Scale in the first place.

All this is very fundamental first dynamic tech and third dynamic tech.

It is the first true group technology that can fully de-aberrate and smooth out and free within the group every group member and the group itself.

Thus, combined with auditing tech, for the first time we can rely wholly on technology to improve and handle group members and the group itself toward desirable and achievable accomplishment with happiness and high morale.

Like any skill or technology it has to be known and done and continued in use to be effective.

The discovery, development and practical use of this data has made me very very cheerful and confident and is doing the same thing on the test group.

I hope it does the same for you.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 DECEMBER 1970

Remimeo

Personnel Series 14
Org Series 19

GROUP SANITY

The points of success and failure, the make and break items of an organization are

1. HIRING
2. TRAINING
3. APPRENTICESHIPS
4. UTILIZATION
5. PRODUCTION
6. PROMOTION
7. SALES
8. DELIVERY
9. FINANCE

10. JUSTICE
11. MORALE

These eleven items MUST AGREE WITH AND BE IN LINE WITH THE ADMIN SCALE (Org Series 18).

Where these subjects are not well handled and where one or more of these are very out of line, the organization will suffer a third dynamic aberration.

This then is a SANITY SCALE for the third dynamic of a group.

The group will exhibit aberrated symptoms where one or more of these points are out.

The group will be sane to the degree that these points are in.

Internal stresses of magnitude begin to affect every member of the group in greater or lesser degree when one or more of these items are neglected or badly handled.

The society at large currently has the majority of these points out.

These elements become aberrated in the following ways:

1. HIRING

The society is running a massive can't have on the subject of people. Automation and employment penalties demonstrate an effort to block out letting people in and giving them jobs. Confirming this is growing unemployment and fantastic sums for welfare-meaning relief. 50% of America within the decade will be jobless due to the population explosion without a commensurate expansion in production. Yet production by US presidential decree is being cut back. War, birth control are two of many methods used to reduce population. THIS THIRD DYNAMIC PSYCHOSIS IS A *REFUSAL TO EMPLOY PEOPLE*. EXCLUSION OF OTHERS IS THE BASIC CAUSE OF WAR AND INSANITY.

2. TRAINING

Education has fallen under the control of one-worlders, is less and less real. Data taught is being taught less well. Less data is being taught. School and college unrest reflect this. Confirmation is the deteriorated basic education found in teenagers such as

writing. Older technologies are being lost in modern rewrites. **THIS THIRD DYNAMIC PSYCHOSIS IS A COVERT REFUSAL TO TRAIN.**

3. APPRENTICESHIPS

The most successful industries, activities and professions of earlier centuries were attained by training the person as an apprentice, permitting him to understudy the exact job he would hold for a long period before taking the post. Some European schools are seeking to revive this but on a general basis, not as an apprentice system. **A THIRD DYNAMIC PSYCHOSIS IS A DENIAL OF ADEQUATE EXPERIENCE TO SUCCEED.**

4. UTILIZATION

In industries, governments and armed services as well as life itself, personnel are not utilized. A man trained for one thing is required to do something else. Or his training is not used. Or he is not used at all. **A THIRD DYNAMIC PSYCHOSIS IS FAILURE TO UTILIZE PEOPLE.**

5. PRODUCTION

Modern think is to reward downstats. A person is paid for not working. Governments who produce nothing employ the most people. Income tax and other current practices penalize production. Countries which produce little are given huge handouts. War which destroys attains the largest appropriations. **A THIRD DYNAMIC PSYCHOSIS IS TO PREVENT PRODUCTION.**

6. PROMOTION

Promotion activities are subverted to unworthy activities. True value is seldom promoted. What one is actually achieving gets small mention while other things are heavily promoted: Reality and PR are strangers. **A THIRD DYNAMIC PSYCHOSIS IS UNREAL OR NON-FACTUAL PROMOTION**

7. SALES

Sales actions are unreal or out of balance. Clumsy or non-functioning sales activities penalize producers and consumers. In areas of high demand sales actions are negligible even when heavy advertising exists. This is proven by the inability to sell what is produced even in large countries so that production cut-backs are continual threats to economies and workers. A population goes half fed in times of surplus goods. With curtailed car factories a nation drives old cars. With a cut-back construction industry people live in bad houses. Sales taxes are almost universal. **A THIRD DYNAMIC PSYCHOSIS IS THE IMPEDING OF PRODUCT DISTRIBUTION TO POTENTIAL CONSUMERS**

8. DELIVERY

Failure to deliver what is offered is Standard Procedure for groups in the humanities. Commercially it is well in hand.

9. FINANCE

One's own experience in finance is adequate to demonstrate the difficulties made with money. **A THIRD DYNAMIC PSYCHOSIS IS THE PERVERSION OF FINANCE.**

10. JUSTICE

Under the name of Justice, aberrated man accomplishes fantastic injustices. The upstat is hit, the downstat let go. Rumours are accepted as evidence. Police forces and power are used to ENFORCE the injustices contained 1 to 9 above. Suppressive justice is used as an ineffectual but savage means of meeting situations actually caused by the earlier listed psychoses. When abuses on 1 to 9 make things go wrong, the social aberration then introduces suppressive injustices as an effort to cure. Revolt and war are magnified versions of injustices. Excess people-kill them off in a war. **A THIRD DYNAMIC PSYCHOSIS IS THE SUBSTITUTE OF VIOLENCE FOR REASON.**

11. MORALE

A continuous assault on public morale occurs in the press and other media. Happiness or any satisfaction with life is under continuous attack. Beliefs, idealism, purpose, dreams are assaulted. INSANITY IS A REFUSAL TO ALLOW OTHERS TO BE, DO OR HAVE.

Any action which would lead to a higher morale has to be defended against the insane few. A THIRD DYNAMIC PSYCHOSIS IS *A DETESTATION OF HIGH MORALE*.

The COMMON DENOMINATOR of all these insanities is the desire to SUCCUMB.

Insanities have as their end product self or group destruction.

These eleven types of aberration gone mad are the main points through which any group SUCCUMBS.

THEREFORE, these eleven points kept sane guarantee a group's SURVIVAL.

EXAMPLES

Seeing all this in one example permits one to see that these third dynamic insanities combine to destroy.

A. Believing it impossible to obtain money or make it, a firm cannot hire enough people to produce. So has little to sell, which is badly promoted and is not sold so it has no money to hire people.

B. Needing people for another job the firm robs them from a plant which then collapses and fails to make money so no new people can be hired. This reduces production so people have to be dismissed as they can't be paid.

C. Persons are in the firm but are kept doing the wrong things so there is little production and no promotion or sales so there is no money to pay them so they are dismissed.

D. A new product is put in. People to make it are taken from the area already making a valuable product which then collapses that area and there is not enough money to promote and selling fails so people are dismissed.

The examples are many. They are these same eleven group insanities in play upon a group, a firm, a society.

SANITY

If this is a description of group aberration, then it gives the keys to sanity in a group.

1. HIRING

Letting people INTO the group at large is the key to every great movement and bettered culture on this planet. This was the new idea that made Buddhism the strongest civilizing influence the world has seen in terms of numbers and terrain. They did not exclude. Race, color, creed were not made bars to membership in this great movement.

Politically the strongest country in the world was the United States, and it was weakened only by its efforts to exclude certain races or make them second class citizens. Its greatest internal war (1862-65) was fought to settle this point, and the weakness was not resolved even then.

The Catholic Church only began to fail when it began to exclude.

Thus *inclusion is* a major point in all great organizations.

The things which set a group or organization on a course of exclusion are (a) the destructive impulses of about 10 or 15 % of the society (lunacy) and (b) opposition by interests which consider themselves threatened by the group or organization's potential resulting in infiltration (c) efforts to mimic the group's technology destructively and set up rival groups.

All these three things build up barriers that a group might thoughtlessly buy and act to remedy with no long range plans to handle.

These stresses make a group edgy and combative. The organization then seeks to solve these three points by exclusion, whereas its growth depends wholly upon inclusion.

No one has ever solved these points successfully in the past because of lack of technology to solve them.

It all hinges on three points: (1) the sanity of the individual, (2) the worthwhileness of the group in terms of general area, planetary or universal survival, and (3) the superiority of the group's organization tech and its use.

Just at this writing, the first point is solved conclusively in Scientology. Even hostile and destructive personalities wandering into the group can be solved and, due to the basic nature of Man, made better for the benefit of themselves and others.

The worthwhileness of the organization is determined by the assistance given to general survival by the group's products and the actual factual delivery of those valid products.

The superiority of a group's Admin Tech and its application is at this current writing well covered in current developments.

Thus inclusion is almost fully attainable. The only ridges that build up are the short term defense actions.

For instance, Scientology currently must fight back at the death camp organizations of psychiatry whose solution is a dead world, as proven by their actions in Germany before and during World War II. But we must keep in mind that we fully intend to reform and salvage even these opponents. We are seeking to include them in the general survival by forcing them to cease their non-survival practices and overcome their gruesome group past.

There are two major stages then of including people-one is as paid organization personnel and one as unpaid personnel. BOTH are in essence being "hired". The pay differs. The wider majority receive the pay of personal peace and effectiveness and a better world.

The org which excludes its own field members will fail.

The payment to the org of money or the money payment to the staff member is an internal economy. Pay, the real pay, is a better personal survival and a world that can live.

Plans of INclusion are successful. They sometimes contain defense until we can include.

Even resistance to an org can be interpreted as a future inclusion by the org. Resistance or opposition is a common way-point in the cycle of inclusion. In an organization where everyone wins eventually anyway the senselessness of resistance becomes apparent even to the most obtuse. Only those who oppose their own survival resist a survival producing organization.

Even in commercial companies the best organization with the best product usually finds competitors merging with it.

2. TRAINING

Basic training, hats, checksheets and packs MUST exist for every member of a group.

Criminal or antisocial conduct occurs where there is no hat.

Any type of membership or role or post in the whole organization or its field requires individual and team training. Only where you have a group member who will not or cannot bring himself to have and wear a hat will you have any trouble.

This is so true that it is the scope of Personal Enhancement.

Ask yourself "Who isn't trained on his post and hatted?" and you can answer "Who is causing the trouble?"

Basic training, slight or great, is vital for every member of a group, paid or unpaid.

A field auditor must have a hat. A student needs a student hat, etc, etc

This requires training.

Training begins in childhood. Often it has to be re-oriented.

Training as a group member must be done.

Training in exact technology or in the precise tech of Admin is not the first stage of training. Basic training of group members, no matter how slight, must exist and be done.

Otherwise group members lack the basic points of agreement which make up the whole broad organization and its publics.

Training must be on real materials and must be rapid. The technology of how to train is expressed in speed of training.

The idea that it takes 12 years to make a mud pie maker is false. TIME in training does not determine quality of training. Amount of data learned that can be applied and skills successfully drilled determine training.

That the society currently stresses *time is* an aberrated factor.

The ability to learn and apply the data is the end product of training. Not old age.

The rate of training establishes to a marked degree the expansion factor of a group and influences the smoothness of the group during expansion.

If training is defined as making a person or team into a part of the group then processing is an influencing factor. The facilities for processing and quantity available are then a determining factor in group expansion.

3. APPRENTICESHIP

Training on post is a second stage of any training-and processing-action.

This is essentially a familiarization action.

To have a person leave a post and another take it over with no "apprenticeship" or groove-in can be quite fatal.

The Deputy system is **easily the best system**. Every **post is deputied for a greater or lesser period before the post is turned over** and the appointment is made. When the deputy is totally familiar he becomes the person on the post.

Rapid expansion and economy on personnel tend to injure this step. Lack of it can be *very* destructive.

Optimumly there should be one or two deputies for every key post at all times. This is a continual apprenticeship system.

Economically it has limitations. One has to weigh the *losses* in not doing it against the cost in doing it. It will be found that the losses are *far* greater than the cost, even though it increases personnel by at least a third for a given organization.

When an organization has neglected it as a system (and has turned over too many posts without deputy or apprenticeship action) its economics may decay to where it can never be done. This is almost a death rattle for an organization.

In a two century old highly successful industry, only the apprentice system was and is used (Oporto wine industry). The quality of the product is all that keeps the product going on the world market. If the quality decayed the industry would collapse. Apprenticeship as a total system maintains it.

Certainly every executive in an organization and every technical expert should have a deputy In Training. Only then (ould quality of organization be maintained and quality of product guaranteed.

The total working organization should be on this system actually. And whenever a person is moved up off a post, the deputy taking over, a new deputy should be appointed. The last step (appointment of a new deputy) is the one that gets forgotten.

Failure to recruit new people over a period will very surely find the whole organization declining soon solely because there is no apprentice system of deputies. The organization expands, singles up the posts, promotes some un-apprenticed people and begins to lose its economic advantage. Low pay ensues, people blow off, and then no one can be hired. It's a silly cycle, really, as it is prevented easily enough by hiring enough soon enough when the org is still doing well.

The rule is DEPUTY EVERY POST AND NEWLY DEPUTY THEM WHEN PROMOTIONS OCCUR.

The most covert way to get around this is just to call each person's junior a deputy even though he has other duties. This makes it all look good on an org board. "Do you have each post deputied?" "Oh yes!" But the deputies are just juniors with posts of their own.

A deputy is *used* to run the same post as it is deputied for. This means a double posting pure and only.

You'd be amazed at how much production an executive post can achieve when it is also deputied and when the principal holder of the post will use the deputy and gen him in, not get him to cover an empty lower post.

4. UTILIZATION

People must be utilized.

Equipment must be utilized.

Space must be utilized.

Learning to USE is a very hard lesson for some. Untrained people, bad organization, poor machinery, inadequate space all tend to send one off utilization.

The rule is, if you've got it use it; if you can't use it get rid of it.

This most specifically applies to people. If you've got a man, use him; if you can't use him get him over to someone who can use him. If he isn't useful, process and train.

Anyone who can't figure out how to use people, equipment and spaces to obtain valuable final products is not worthy of the name of executive.

Reversely we get what an executive or foreman is-An Executive or Foreman is one who can obtain, train and use people, equipment and spaces to economically achieve valuable final products.

Some are very skilled in preparing people, systems, equipment, property and spaces to be used. But if these then go to someone who does not USE them you get a bad breakdown.

The welfare state and its inflation is a sad commentary on "executive ability".

An executive whose people are idle and whose materiel is decaying is a traitor to his people and the org, just that, for he will destroy them all.

UTILIZATION requires a knowledge of what the valuable final products are and how to make them.

Action which doesn't result in a final product that adds up to valuable final products is destructive, no matter how innocent it seems.

Man has a planet as a valuable final product. Improper *use* of the countries and seas, air and masses which compose it will wind up with the destruction of Man, all life on it and the usefulness of the planet. So *proper* utilization of anything is a very real factor.

The 19th Century industrialist like the mad kings who built great structures used up men; they didn't properly use men.

And not using them at all, the current fad, is the most deadly of all.

UTILIZATION is a big subject. It applies to resources, capabilities and many other factors.

The question being asked in all cases is, "How can we USE this to economically obtain a valuable final product?"

Failing to answer that question gives one the "mysteries of life".

5. PRODUCTION

One may be prone to believe there is no sense in any production at all. Such a one would also be likely to say, "There is no sense at all." Or if they keep on producing it will become impossible to destroy it all."

Production of some final valuable product is the chain of all production sequences.

Even the artist is producing a *reaction*. The reaction's service in a wider sphere to enforce it is what gives art its sense. A feeling of well being or grandeur or lightheartedness are legitimate valuable final products, for instance.

The production areas and activities of an org that produce the valuable final products are the most important areas and activities of the org.

6. PROMOTION

The acceptance of valuable final products and of their value depends in a large degree upon (a) a real value and (b) a desire for them.

Promotion creates desire for the valuable final product.

The old saw that the man who builds a better mousetrap will have the whole world coming to his door is a total falsity.

Unless the value is made known, and the desire created, the mousetraps are going to go unsold.

Promotion is so important that it can stand alone. It can have limited success even when there is no product! But in that case it will be of short duration.

Promotion must contain reality and the final product must exist and be deliverable and delivered for promotion to be fully successful.

Public Relations and advertising and all their skills cover this area of promotion.

7. SALES

It is hard to sell what isn't promoted and can't be delivered.

Economics greatly affect selling.

Anything must be sold for a price comparable to its value in the eyes of the purchaser.

COSTING is a precise art by which the total expenses of the organization administration and production must be adequately covered in the PRICING allowing for all losses and errors in delivery and adequate to produce a reserve.

PRICING (the amount being asked) cannot be done without some idea of the total cost of the final valuable product.

The sale price of one final valuable product may have to cover the cost of producing other products which are delivered without price.

PRICING however does not necessarily limit itself to only covering immediate cost of a product. A painting with a dollar's worth of paint and canvas may have a price of half a million dollars.

Also a painting used in promotion may cost two hundred dollars and be displayed at no cost at all to the beholder.

These relative factors also include the SKILL of the salesman himself and there is

much technology involved in the act of selling something to someone and the world abounds in books on the subject.

Therefore Sales (once promotion is done) are bound up really in COSTING, PRICING AND SELLING.

The value in the eye of the purchaser is monitored by the desire created in him for it. If this is also a real value and if delivery can occur then SELLING is made very easy-but it is still a skilled action.

The production of a valuable final product is often totally determined by whether or not it can be sold. And if it can be sold at a price greater than the cost of delivering it.

That it *gets* sold depends on the salesman.

The skill of the salesman is devoted to enhancing the desire and value in the eyes of the buyer and obtaining adequate payment.

8. DELIVERY

The subject and action of DELIVERY is the most susceptible to breakdown in any organization. Any flaw on the sequence of actions resulting in a valuable final product may deteriorate it or bar off final delivery.

There are many preparatory or hidden from public view steps on a production line. When any of these break down, delivery is imperiled.

Given the raw materials and wherewithal to make some valuable final product, the valuable final product should occur.

WHEN A VALUABLE FINAL PRODUCT DOES NOT GET PRODUCED AND CANNOT BE DELIVERED REPAIR THE EARLIER STEPS OF ITS PRODUCTION.

Example: An Auditing result is not delivered. Don't just repair the pc. Repair Training of Auditors and C/Ses. Repair the assembly line *before* the valuable final product. The sub-products are less visible. Yet they add up to the valuable final product.

THE LAW OF THE IRREDUCIBLE MINIMUM occurs in all delivery problems. Someone is trying to produce only the visible end product of a post or production line and neglects the earlier contributory actions and products as these are not plainly visible.

When an organization or its posts operate only on an irreducible minimum, production goes bad and DELIVERY crashes.

Take a cook who has his post at an irreducible minimum. Food is appearing on the table. If he reduced just one bit more the food would no longer be edible at all. He neglects purchasing, menus and preparation. That these occur is invisible to the diners. That food appears on the table is visible to the diners. If the cook operates at any less level than he is, no edible food would be visible-hence, irreducible minimum. The food served will be bad. But it will be visible. Invisible-to-the-diners actions aren't being done.

To improve the food, get the less visible actions *done*. Get the sequence of actions all done. The result will be improved food.

Take training. The final valuable product is a trained auditor. The Course Supervisor who runs his post on an irreducible minimum is simply there, appearing to supervise.

His final product may be horribly unskilled. The teaching may take "forever".

To improve this one goes earlier on the assembly line-materials, packs, tapes, student tech services, recorder repair, scheduling-dozens of actions including getting the Course Supervisor trained.

The visibility is still a Course Supervisor and students being taught. But with the *whole* earlier line in, the final valuable product is excellent!

A being hopes lazily for instantaneous production. It doesn't happen this way in

the Mest Universe. Things are produced in a sequence of sub-products which result in a final valuable product. Hope all you want to. When you omit the sub-products you get no valuable final product.

When the people in an organization do not know the valuable final products of the org and when a person on a post does not know the final products of his post, a condition arises where no org DELIVERY will occur, or if it does occur it will be poor or costly. It is vital that a person knows what his post final products are and what his unit, section, department and division sub-products are and how his own and each of these contribute to the valuable final products of the organization for actual delivery to occur.

Delivering other than valuable final products or useless final products or final products that need constant correction also adds up to non-delivery.

A whole civilization can break down around the point of DELIVERY. So can an organization.

Since money can be looked upon as too valuable a final product it can actually prevent DELIVERY.

Failure to deliver is the one point beings do not forgive. The whole cycle hangs upon DELIVERY.

DELIVER WHAT IS PROMISED when it is expected, in sufficient volume and adequate quality, is the first maxim even of a group in politics or the humanities.

9. FINANCE

Finance too often disregards the other factors in this scale or the other factors in this scale too often disregard finance for organizations to long remain viable.

Financing must be in agreement with all the other factors of this scale and all the other factors must be in agreement with finance for viability to occur.

Because money is interchangeable for commodities then people can confuse it with too many things.

If you regard money like so many beans, as a commodity in itself, you open the door to understanding it.

Money is so many beans in to get so many beans out.

When you can master this you can handle FINANCE.

The FINANCE persons of an org, a civilization, a planet should put so many beans in and expect more beans out than they put in. This is quite correct as a viewpoint for Finance.

The difference of beans in and beans out for a planet is made up by adding beans enough to those already in existence to cover new commodity.

When finance people fail to do this beans cease to be in pace with production and inflation and deflation occur.

In an org or any of its parts, industriousness of the staff makes the difference between the beans in and beans out.

An org has to have income greater than outgo. That is the first rule of finance. Violating it brings bankruptcy.

Now if the FINANCE people of an org apply the same rule remorselessly to all its transactions (Financial Planning) with each person and part of an org, Finance becomes real and manageable.

So many beans in to support the first division means so many beans out of the org back to finance because of the cooperative work of the first division.

A hectic effort to work only with production products will wind finance up in a knot.

One has to estimate (COST) the contribution of each part of an org to the valuable final product to know what to allow what part of an org.

Finance has to have a full reality on the valuable final products and the sub-products and post products of the whole org to intelligently allocate funds.

This person, that division, each contributes some part of the action that results in the money received for the valuable final products.

So Finance can extend so much money for each and expect that and an additional amount back.

If this occurs, so will expansion.

Finance comes unstuck when it fails to "COST" an organization and fails to support valuable final product production.

Finance must not only practice "Income greater than Outgo" for the org, it must practice it for each part of the org as well.

Then solvency becomes real.

The greatest aberration of Finance is that it seeks to save things into solvency. The real losses in an org are the sums never made. These are the most important losses for finance to concentrate upon.

An org that makes *L500* a week that should make *E5000* a week in potential is losing the finance people *E4500* a week!

Finance can force production along certain lines by putting in funds and getting more back.

Finance becomes too easily the management of an org but it only does that when it ceases to deal in its own commodity -money.

An org which has executives unfamiliar with finance will fall at once into the control of the finance people in the org. And these finance people, if they don't really know money will fall at once under the control of outside finance people.

One has to know finance in any organization anywhere, even in a socialism. Sooner or later the books get balanced in any society.

10. JUSTICE

Without justice there can be no real organization.

Even a government owes its people an operating climate in which human transactions and business can occur.

Where insane and criminal individuals operate unchecked in the community justice is uncertain and harsh.

The society in which the insane rise to positions of power becomes a nightmare.

Justice is a difficult subject. Man handles it badly.

Justice cannot occur until insanity can be detected and cured.

The whole task of justice is to defend the honest man. Therefore the target of justice is the establishment of a sane society.

The inability to detect or cure the insane destroys civilizations.

Justice is an effort to bring equity and peace. When one cannot detect and cure insanity then sooner or later justice actions will become unjust and be used by the insane.

To us, Justice is the action necessary to restrain the insane until they are cured. After that it would be only an action of seeing fair play is done.

11. MORALE

When all factors balance up in an org and give the group a common direction and mutual viability, morale can be expected to be good.

When the Admin Scale and the ten elements described are out of balance (without proper importance given to each) and when one or many of these (Admin Scale and

the elements herein described) are not in agreement one with another, then morale will be poor.

Morale is not made of comfort and sloth. It is made of common purpose and obstacles overcome by the group.

When the Admin Scale and these elements are not held together by similar aims, then morale has to be held up artificially.

The most ghastly morale I have ever seen was amongst "the idle rich".

And the highest morale I've ever seen was amongst a furiously dedicated common purposed group working under fantastic stresses with very little against almost hopeless odds.

I used to observe that morale in a combat unit would never materialize before they had been through hell together.

All drama aside, morale is made up of high purpose and mutual confidence. This comes from the Admin Scale items and these elements of organization being well aligned, one with the next, and honest sane endeavor to achieve a final goal for all.

L. RON HUBBARD

Founder

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HUBBARD COMMUNICATIO
Saint Hill Manor, East Grinstea
HCO POLICY LETTER OF 30 DE(

Remimeo
SO Member Hat
Staff Member Hat

Personnel Series 15

Org Series 20

ENVIRONMENTAL CONTROL

The differences between a competent person and an incompetent person are demonstrated in his environment (surroundings).

A person is either the effect of his environment or is able to have an effect upon his environment.

The 19th Century psychologist preached that man had to "adjust to his environment". This false datum helped begin a racial degeneration.

The truth is that man is as successful as he adjusts the environment to him.

Being competent means the ability to control and operate the things in the environment and the environment itself.

When you see things broken down around the mechanic who is responsible for them, he is plainly exhibiting his incompetence -which means his inability to control those things in his environment and adjust the environment for which he is responsible -motors.

When you see the mate's boats broken up you know he does not have control of his environment.

Know-how, attention, and the desire to be effective are all part of the ability to control the environment.

One's "standards" (the degree of rightness one is trying to establish and maintain) are directly related to one's desire to have a controlled environment.

The attainment of one's *standards* is not done by criticism (a human system). It is done by exerting control of one's environment and moving things effectively toward a more ideal scene.

Control of the environment begins with oneself. A good case state, a body that one keeps clean and functioning. This extends to one's own gear, his clothing, tools, equipment. It extends further to the things one is responsible for in the environment. Then it extends out into the whole environment, the people and the Mest.

One can get pretty dirty fixing things up. That's okay. But can one then also clean oneself up?

The ability to confront Mest is a high ability. After that comes the ability to handle and control it.

The ability to confront people is also a high ability. After that comes the ability to get along with them and to handle and control them.

There is the Supreme Test of a thetan-the ability to make things go right.

The reverse of this is the effort to make things go wrong.

Incompetence -lack of know-how, inability to control-makes things go wrong.

Given some know-how or picking it up by observation, sane people make things go right.

The insane remain ignorant intentionally or acquire know-how and make things go wrong.

Insane acts are *not* unintentional or done out of ignorance. They are intentional, they are not "unknowing dramatizations". So around insane people things go wrong.

One cannot tell the difference really between the sane and insane by behaviour. One can tell the difference only by the product. The product of the sane is survival. The product of the insane is an overt act. As this is often masked by clever

explanations it is not given the attention it deserves. The pretended good product of the insane turns out to be an overt act.

A large percentage of this planet's population (undetermined at this time for the "general public" but in excess of 20%) are insane. Their behaviour looks passable. But their product is an overt act. The popularity of war confirms this. The products of existing governments are mainly destructive. The final product of the human race will be a destroyed planet (a contaminated air cover rendering the planet unable to sustain life, whether by radiation or fumes).

Thus, due to the inability to detect and handle the insane, the sane majority suffers.

The hidden actions of the insane can destroy faster than an environment can be created UNLESS one has the know-how of the mind and life and the tech of Admin and the ability and know-how to handle Mest.

An area or activity hit by an influx of new recruits or new customers tends to unsettle. Its Mest gets abuse, things go out of control.

Gradually, working to put in order, the standards are again being attained. The minority insane get handled, the know-how of groups and orgs becomes more generally known, the tech of Mest gets used again.

As an organization expands it goes through cycles of lowered condition and raised condition. This is normal enough since by taking on more and more area one is letting in more and more insane even though they are in a small proportion to the sane.

Order is re-established and survival trends resumed to the degree that the sane begin to reach out and handle things around them and as the insane are made sane.

Thus one gets downtrends and uptrends. As soon as a group begins to feel cocky, it takes on more area. This includes more unhandled people, admin and Mest and a downtrend begins. Then the sane begin to handle and the insane begin to be sane and the uptrend starts.

This is probably even the basis of national economic booms and depressions.

This is only bad to the degree that the insane are put in charge. As soon as this happens the downtrend becomes permanent and cultural decay sets in.

A group expanding rapidly into a decadent culture is of course itself subjected to the uptrend-downtrend cycles and has to take very special measures to counteract the consequences of expansion in order to maintain any rate of growth.

The individual member of a group can measure his own progress by increased ability to handle himself, his post and environment and the degree of improvement of the group itself because of his own work within it.

A group that is messing up its gear and environment worse than it did a while ago and is not improving it of course has to be reorganized before it perishes.

No group can sit back and expect its high brass to be the only ones to carry the load. The group is composed of individual group members, not of high brass.

The survival of a group depends upon the ability of its individual members to control their environment and to insist that the other group members also control theirs.

This is the stuff of which survival is made.

A sane group, knowing and using their technologies of handling men and Mest, cannot help but control their environment.

But this depends upon the individual group member being sane, able to control his Mest and those around him and using the tech of life, the tech of Admin, the tech of specific types of activity.

Such a group inevitably inherits the culture and its guidance.

L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 27 DECEMBER 1970

Rernimeo
HCO Area Sec
Dir RAP
Hats Officer

Personnel Series 16

HATS PROGRAM PITFALLS

The main outnesses about hats are:

1. Personnel having a hat and title but doing some *other* job or jobs.
 2. Personnel falling between two divs or posts and being in neither.
 3. Personnel having no hat at all.
 4. Personnel unable to even cope because people around them don't have hats.
 5. Hats matching an org board but the org board itself is disorganized.
 6. Personnel holding a part time hat but no other hat even though full time.
 7. Hats lost in post turnovers and no complete hat file.
 8. The only other copy in the hat file issued and also lost.
 9. Org pattern changes which make hats unreal.
 10. Juniors trying to wear their hats but a senior being unaware of them issuing different orders.
 11. Seniors trying to wear their hats but juniors unaware of them and making different demands.
 12. Personnel moving off not replaced, leaving others in the organization to carry a load for which they have no hat.
 13. Missing Ideal Scene for hat.
 14. Missing general Ideal Scene for Division.'
 15. No concept of the scene at all.
 16. A person just not doing his hat.
 17. Checksheet and/or pack missing or incomplete for post.
 18. Missing any part of full hat content per HCO PL 22 Sept 70, HATS.
 19. Hat checksheet contains (a) omissions (too short); (b) highly irrelevant data; (c) doesn't belong to the post.
 20. Counter-policy present in hat write-up.
 21. Seniors issue counter-policy in despatches or verbally.
 22. Senior not grooving personnel in on post or seeing to proper hat study.
 23. Valuable final product missing for hat.
 24. Purpose and/or valuable final product missing in hat for group's whole activity.
 25. An earlier or more basic hat is out such as a top executive not knowing the basic staff hat fully.
 26. Non-utilization in any of its various forms such as a personnel trained for one thing is required to do something else. Or his training is not used. Or he is not used at all.
- If the Hats Officer can do his job and not get caught up in these pitfalls, we'll really soar.

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HCO POLICY LETTER OF 19 JANUARY 1971

Remimeo

Personnel Series 17

Org Seiles 21

DUPLICATING FUNCTIONS

All you have to do to run out of personnel, finance and get no production is to duplicate the same functions that give the same product in an org.

Take three orgs side by side under the same management. Only if each Division of each org had entirely different products would this be possible.

Now let's do it wrong. Each of these 3 orgs has an HCO and full personnel duties. Each separately promotes. Each has its own Finance Office, each has its Production Div producing the same products. Each has its own Correction Div-the place in general would be very overmanned, yet each Div would be undermanned for its full functions. The product would be terrible if it existed at all. Morale would be ghastly, inter-org collisions continual.

The right way would be to work out the different products and then assign them to one or another of these orgs. One org would have to be the source org that produced the other two. One org would have all the finance with liaison only in the other two orgs. One org would have to hire, hat and train with only liaison in the other two. The orgs would have org bds which *had* the function but under it would be the note "Liaison with ₁₋ source org-

In the impatience and emotion of organizing one org tends to individuate and establish a duplicate function because "it can't get service". This begins the catastrophe. Now they'll all begin to go broke while having men bulging out of the windows.

In looking over potential insolvency, look over duplicate functions,

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HCO POLICY LETTER OF 10 FEBRUARY I
Issue III

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C/O Hat
HAS Hat
Dept 1 Hats
Dept 3 Hats
HCO Chshts
E/O Hat

Personnel Series 18

ADDS TO PERSONNEL SERIES NO. 8
16 Sept 1970
ETHICS AND PERSONNEL
(Applies to E/Os)

An I & R Form I (HCO PL 6 October 1970 "Inspection of Low Stats") must be done by Inspections and Reports on the Dept or Div or activity that is demanding personnel, at the request of Personnel, Dept 1.

When the I & R Form I is done by the Inspector (be it the Ethics Officer or another), the *additional* questions on Personnel Series No. 8, A-H, are covered by the Ethics Officer who personally gets the answers to them.

His answers are added to the I & R Form I, together with any Ethics actions proposed.

In this case the routing of the I & R Form I is Inspector to E/O to Personnel.

Personnel adds his recommendations regarding either (a) to expedite needful personnel or (b) to demand utilization of existing personnel.

The I & R Form 1, with the E/O's added report and Personnel's added recommendations then follows the routing as laid down on the Form, and the standard procedure for the form is carried out.

WITHOUT THE AUTHORISATION OF THE EXEC DIR OR HCO ES FOR THE ACTIONS RECOMMENDED ON THE I & R FORM I NO TRANSFER OR ASSIGNMENT MAY TAKE PLACE AT ALL. THE EXEC DIR OR HCO ES MAY ORIGINATE ORDERS ON THE PERSONNEL REQUEST BUT SUCH ORDERS MUST BE BASED ON THE COMPLETED I & R FORM I WITH E/O REPORT AND PERSONNEL RECOMMENDATION TO HAND AND THESE DOCUMENTS MUST ACCOMPANY SUCH ORIGINATED ORDERS BEFORE THE HCO AREA SEC IS EMPOWERED TO ISSUE AND ENFORCE THEM.

No more than 24 hours should be allowed from the receipt in Dept 3 of Personnel's request for I & R Form I to the receipt of the completed action by HCO Area Sec.

LRH Pers Comm for
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HCO POLICY LETTER OF 16 MARCH 1971
Issue IV

Remimeo

Personnel Series 19

Org Series 25

LINES AND HATS

It will be found that in organization there are *many* major factors involved.

The following three, however, give the most problems:

- 1 . Personnel
2. Hats
3. Lines.

Technology is a subdivision of both personnel (who may have to be specially trained before they can be considered personnel) and hats (which are mainly admin technology and line functions).

To solve any problem, one has to recognize what the problem is. One cannot solve problem A by trying to solve problem B or C. Example: Problem: broken down car. You cannot fix the car by repairing the kitchen lino. Example: You cannot floor the kitchen by fixing the car.

All this may seem obvious when obviously stated. But there is a more subtle version. **ANY PROBLEM THAT DOES NOT SOLVE IS NOT THE PROBLEM.** There must be some other problem.

Locating and isolating situations (problems) in an organization is the technique of the Data Series. That technology will find for one the problem that should be solved.

As there are three major organizational factors these then also form the core of all organizational situations (or problems, same thing).

Each one of these is its own zone-personnel, hats, lines.

Each one has its own problems. There are situations in personnel. There are situations in hats. There are situations in lines.

They are related. They are not identical.

You will find you cannot wholly solve a problem in lines by solving personnel. You cannot wholly solve a problem in hats by solving lines. You cannot wholly solve a problem in personnel by solving the other two.

Example: Production hours are down. 15 new personnel are added to the area. Production stays down. It was a problem in lines-

Example: Confusion reigns in the pipe shop. The lines are carefully straightened out. Confusion still reigns. It was a problem in hats.

Example: Broken products are wrecking org reput. Hats are carefully put on. Products continue to be broken. It was a problem in personnel.

Example: The org stays small. Executives work harder. The org stays small. It was a series of problems in personnel, hats *and* lines, none addressed at all.

You will see symptoms of all this in various guises. The test of whether or not the right problem was found is whether or not production increased in volume, quality and viability.

In actual practice one works on all three of these factors constantly -personnel, hats and lines-when one is organizing.

You will find with some astonishment that failure to have or know or wear or do a *hat is* the commonest reason why *lines* do not go in. That personnel is hard to procure and train because hats and lines are being knocked out. That hats can't be worn because lines or personnel are out.

Situations get worsened by solving the wrong problem instead of the real problem. In the Data Series this is called finding the right Why.

Organizational problems center around these three things in the broadest general sense. More than one can be present in any situation.

Production problems are concerned with the particles which flow on the lines, changed by the hatted personnel, with consumption and general viability. So to make a full flow from organization through to distribution, one would add raw materials, changed state of materials and their consumption. Organization is not an end-all. To have value it must result in production.

But when personnel, hats and lines are not solved, production is very difficult. Therefore to get production one must have an organization to back it up. And personnel, hats and lines must exist and be functional. If these exist, the rest of the factors of establishment can be brought into being.

It goes without saying that organization involves other problems like space, materiel, finance, etc. These and many more also enter into "whys" of no production. But dominating others are problems in personnel, hats and lines. Others tend to solve if these are handled and organized.

L. RON HUBBARD
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HCO POLICY LETTER OF 19 MARCH 1971

Remimeo

Personnel Series 20

PERSONNEL PREDICTION

Sudden and unauthorized transfers of personnel for whatever reason disrupt hats and lines. Every such transfer is a failure to predict concerning personnel.

By a few transfers ("musical chairs"), an area can be totally unmocked.

Personnel people tend to undervalue the time and care necessary to train, hat and apprentice people.

Even a small unit is a "working installation" if it produces. An order to "turn over the hat this morning and take another post" is quite unreal.

Prediction is the button that is usually out in personnel handling.

How many will we need in - weeks or months? is the key question. It is the one personnel should *continually* work on. Stressing only "Who can we assign to --?" shows a lack of prediction.

Man tends to run in today and seldom in tomorrow much less next week or year. The fault will someday destroy him as a species. He is even unable to predict the fate of his habitat, the planet.

Thus personnel should be very wary of this fault.

Recruiting for tomorrow instead of yesterday, people in full time training, future executives being sorted out by today's performance all add up to good prediction by personnel people.

One must catch up the backlog of yesterday's needs by gradual moving up into the future.

Every key post should have a deputy in training or in apprenticeship for the post. By key post is meant one that has urgent responsibility and great expertise.

Personnel will see where it stands by just listing their *current* answers to these Questions:

1. What are the key posts of the org or activity that require *great* expertise and *training*? From top to bottom list them out.
2. How many of the above list have people in training or apprenticeship for them?
3. What will be the personnel scene on these posts in one year?
4. What plans did you have *yesterday* to do this?
5. What plans can be made now to do this?

Having actually done the above questions, one will see what prediction consists of regarding personnel and a sample of what it means to predict.

This should be done at full org level and then at divisional level and then at department level.

Then one will see that sudden transfers done without training or apprenticeship can be avoided in the future at key levels IF ONE PROGRAMS IT NOW. And then ACTS to make the program work out.

Where prediction is out, expansion becomes impossible to do without collapse.

For one has to predict expansion as well.

An action on expansion would be:

- I. To increase the org's stats five times (GDSes and GI) how many more trained hatted people would be needed:
 - (a) In the C/O or ED Office?
 - (b) In HCO?
 - (c) In Div 2?
 - (d) In Div 3?

(e) In Dept of Training? (f) In the HGC? (g) In Qual? (h) In the Distribution Division? (i) In the LRH Comm Office?
O) In the Estate area? (k) In the Guardian Office? (l) In space? (m) In furniture? (n) In equipment? (o) In decoration? (p)
Finance? (q) Personnel care (food, shelter, clothes)?

While the last (I to q) are not properly "personnel" the personnel action would collide with them so hard that personnel action would be *stopped*. "Do not hire anyone else!" "Do not-" "Do not-"

So somebody says "We are going to boost the GI from \$100 to \$50,000."

Well, to do that one would have to promote and deliver as well as make money.

So, when such a prediction is made, what does a good personnel officer do?

He does the computations outlined in this policy letter and any other that seem indicated and says, "There you are, chums. This is my part of the deal and (presenting a plan) this is how I'll go about it, to hire, recruit, get trained and apprenticed the needful personnel. Now what are YOU doing about (l) to (q) in this P/L so you don't stop my progress doing my job of getting you 80 additional functional useful non-goofing producing staff?"

This wakes up the prediction elsewhere so Personnel's prediction doesn't fall down plop.

Once the action is begun, part of the prediction is that it will require continuous guiding, handling and pounding to make it come true.

For instance it can be predicted that as personnel loads them in there will be failures to program, hat, train, apprentice and utilize. One personnel loaded an org full and a month later 57 non-utilized non-assigned people were combed out of the debris. "But they are so new--" "But you can't assign--" etc etc. And personnel got blamed for recruiting "unsuitable people". Because the hatting training apprenticing actions were neglected! You can only recruit untrained people, really.

So personnel regards unutilized people as a backlog on his lines. Recruited not utilized means he still has them as they have not "fed into the org".

"Prove you have used what I got. Show me the programming of their training. How many have hats? How many are apprenticed?" These are legitimate personnel questions. And they are demands.

Until utilized, personnel are regarded as still on personnel's plate no matter where they've gotten to in the org.

Otherwise, personnel is pounded, pounded for people people people when the halls are impassable with non-utilized personnel.

Yet I've never heard a personnel man say "What'd you do with the guys I got you last week?" It would produce some blushes.

Personnel aren't personnel really until they are utilized.

Hectic transfers from working posts, "musical chairs" all come from lack of personnel programs based on predictions.

When programs *are* made and are in action, a failure to predict probable failures to hat, train, apprentice, post is a legitimate prediction and should be watched carefully and corrected by personnel.

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 29 JULY 1971

Remimeo

Personnel Series 21

Org Series 28

WHY HATTING?

A few days ago when I found that musical chairs and flubbed hatting had unstabilized some areas, I wondered whether or not this might stem from some social aberration that was very general in the societies in which we are working.

And it seems to have been the case. I worked on it a bit and found this:

LAW: THE POWER OF A THETAN STEMS FROM HIS ABILITY TO HOLD A POSITION IN SPACE.

This is quite true. In Scn 8-80 the base of the motor is discussed. It holds two terminals in fixed positions. Because they are so fixed, power can be generated.

If a thetan can hold a position or location in space he can generate POWER.

If he cannot, he cannot generate power and will be weak.

We have known this for 19 years. It applies here.

Observation: MODERN SOCIETY TENDS TO CONFUSE AND UNSTABILIZE PERSONS WITH ITS HECTIC PACE.

Observation: BEINGS WHO ARE AFRAID OF STRONG PEOPLE TRY TO WEAKEN THEM.

Observation: PERSONS WHO ARE PUSHED AROUND FEEL THEY CANNOT HOLD A POSITION IN SPACE.

Observation: PEOPLE HATE TO LOSE THEIR POSTS AND JOBS. THEY FIND IT DEGRADING.

In processing picking up this chain of lost positions achieves very good gains and rehabilitates a person's ability to hold a job.

LAW: BY GIVING A PERSON A POST OR POSITION HE IS SOMEWHAT STRENGTHENED AND MADE MORE CONFIDENT IN LIFE.

LAW: BY LETTING A PERSON RETAIN HIS POST HE IS MADE MORE SECURE.

LAW: BY HATTING A PERSON HE IS GREATLY STRENGTHENED AS HE IS HELPED TO HOLD HIS POST,

A basically insecure person who feels he is unable to hold his position in space, is sufficiently strengthened by hatting to feel secure enough to do his job.

LAW: HAVING A HAT, BEING HATTED, AND DEMONSTRATING COMPETENCE MAKES A PERSON FEEL CAPABLE OF HOLDING HIS POSITION IN

SPACE AND HE BECOMES MORE STABLE, CONFIDENT IN LIFE AND MORE POWERFUL.

LAW: UNHATTED PERSONS ON A POST CAN BECOME CRIMINAL ON THE POST BECAUSE THEY FEEL INSECURE AND BECOME WEAK.

When a person is secretly afraid of others he instinctively will not hat them or hats them wrongly and tends to transfer or move them about.

When a person is insecurely posted and insufficiently hatted he can try to weaken others by trying to prevent their hatting and trying to get them transferred or even dismissed.

This is apparently the social aberration at work.

The answer to a sane org and a sane society is not welfare and removal. It is

Recruit them Train them Hat them Apprentice them Give them a post.

This is so strong in truth it would de-aberrate the bulk of the crime out of a society.

And it sure will put an org in POWER.

L. RON HUBBARD

Founder

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HCO POLICY LETTER OF 11 AUGUST 1971
Issue 11

Rernimeo

Personnel Series 22

DON'T UNMOCK A WORKING INSTALLATION

The stable rule of a good HAS or HCO Cope Officer is NEVER UNMOCK A WORKING INSTALLATION.

It takes a lot of executive time and effort to build up a Section or Dept or Division.

For someone to then come along and scramble it up with transfers is a criminal action.

If a unit, section, Dept or Division is operating well, *don't unmock it*.

Strengthen it. Hat it better. Put apprentices in it opposite to its posts to learn. Give it help.

But DON'T SCRAMBLE IT.

The work of years can be destroyed overnight by "urgent" "vital" personnel action.

Such crazy actions are only done by people too lazy to recruit and train new people or by unreal financial planning or a failure to get it to produce.

THE MAIN REASON WE HAVE EVER HAD SLUMPS HAS BEEN UNMOCKING ORGS OR UNITS.

Firing people, too heavy ethics, putting off people as "PTS" when all you needed was to pull their withholds, a thousand reasons can be given for unmocking an org or its parts.

They are all cover-ups for execs who won't keep the place busy and for HCO failures to recruit, train and hat.

To do so is a sign of insanity.

People like their jobs.

DON'T UNMOCK A WORKING INSTALLATION.

L. RON HUBBARD
Founder

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[See also HCO PL 13 July 1974, issue 11, *Org Series 34, Working Installations*, on page 357.]

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HCO POLICY LETTER OF 23 DECEMBER 1971

Remimeo
STO
Ethics Off
Personnel
Programmer

Personnel Series 23

1: 1 TECH ADMIN RATIO ON NEW RECRUITS

In order to build up and expand the degree of Tech Training going on in Scientology Organizations, including Sea Org Orgs, the following now becomes Policy:

THE 1: 1 TECH ADMIN RATIO APPLIES IN THE ASSIGNMENT OF ALL NEW PERSONNEL HIRED OR RECRUITED.

One out of every two new recruits releases a staff member to full time Tech Training/Internship or Word Clearing.

When new recruits come aboard or onto staff in an org, the new recruit is to be quickly pushed through his basic training in the HCO Expeditor Unit : SSI and SSII (SO Orgs : Sea Org Member Hat, SSI, SSII and Able Seaman's checksheet). That recruit then becomes immediately eligible for post assignment.

PCO assigns one out of every two new recruits in such a way that they release one staff member for full time tech training/Internship, Word Clearing or the Hubbard Professional Course Supervisor's Course.

This Policy is not to be misconstrued to begin musical chairs or constant post changes. The replacement goes in as an I/T and proper post training and turnover occurs.

If the recruit is HDC or above (in the SO, CL IV or above) he or she may be immediately put on full time training/Internship, as above, immediately on completing the basics above (in the Sea Org, plus Second Class Missionnaire Checksheet).

All personnel Policy on assignment to full time tech training applies.

Obviously when this programme first goes in only those relatively low on the org board will be most easily programmed off post and onto full time tech training.

However, with complements fully in use, PCO is going to have more time to get Personnel Series 2 "Personnel Programming" and its advance planning actions, done.

This will gradually bring about tech training for those higher on the org board.

The basic complement of word clearers in any sized Qual is two, but an org of 50 or more needs at least four word clearers. A large org should have at least six word clearers.

STO must make a weekly report to the Ethics Officer or Master at Arms on the progress of all members on full time tech training or the Internship, with date started and a factual report of progress. Any student not doing well must be handled with Cramming, word clearing, auditing and Ethics, as required. If this does not handle quickly, the person is offloaded from tech training lines, releasing a more worthy person for tech training. The Ethics Officer must keep a close eye on this and see it is

done. He must also investigate and take Ethics action if the tech training is taking overlong on a whole group of trainees.

All persons assigned to full time training must have a twin. Non-utilization of twin assignment will reduce the effectiveness of this programme. Twin assignment is a vital part of study technology.

The Ethics Officer must inspect courses regularly to ensure this is IN. Ethics action must be taken on any Supervisor who does not force this in.

It is not permitted to use full time Training/Internship or Word Clearing areas as a personnel pool. Twins are to be held responsible and hereafter the twin will be Comm Eved if he allows his twin to be taken off full time training to another assignment. The only exception is an LRH ordered assignment.

No persons with an IQ of less than 120 may be assigned to full time Training. Having an IQ of less than 120 need not be a bad problem for auditing soon raises IQ and particularly on lower level pcs, with Objective Processing.

ADMIN TRAINING

Assignment to admin training can be done using the 1: 1 ratio admin recruit, utilizing the above system for tech training. All the rules above apply in the area of full time admin training.

SEA ORG SEA TRAINING

Sea Org members have another training step, which gives them an added strength and versatility, and that is Sea training. In sea training and duties, Sea Org Members learn to confront and handle Mest and randomness.

"Masses are reality. To increase one's affinity and communication it is actually necessary to be able to confront and tolerate masses." "Problems of Work" by L. Ron Hubbard, Chapter 7, Exhaustion.

Sea Org Members wear three main hats: Sea Org Member Hat, Post Hat, and Sea Watch or duty Hat.

A vast amount of technology has been written by L. Ron Hubbard, and is studied by Sea Org members, on the subject of handling a ship. They study a series of Specialist Sea Watch or duty posts, in order to attain full competence and ability to handle a ship under any conditions.

It is our ultimate goal for all members of the Scientology staff team to be trained up to **CLASS XII OR ABOVE**, attain **OT VIII OR ABOVE** and **FEBC OR ABOVE**.

Judy Ziff Qual Aide for L. **RON HUBBARD** Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 JANUARY 1972
Issue IV

Remimeo
Personnel
Programmer

Dir Pets Enh
Hats Off
C&A
Execs
Dir Validity
STO

Personnel Series 24

Personnel Programming Series I I

THE "OK TO BE A SYSTEM

A gradient scale of hatting, programming, checkouts and correction is required to get a staff member fully hatted and functioning competently on post.

The "OK to Be a - - " System has been worked out. The system parallels the OK to Audit system for training auditors.

1. Mini Hat completion entitles the staff member to a Temporary OK to be a - -Certificate. (All new staff hired or recruited must complete the Mini Hat before going on post.)
2. The staff member is now serving an apprenticeship or Internship on the post. He must continue with his full post hatting cycle part time during staff study periods.
3. The staff member's senior and Division Head handle the staff member on the One Flub = Checkout system. Any slightest error on post and the staff member is ordered to check out by STO on the Policy violated. Repeated or flagrant flubs signal a Cramming order to be issued.
4. The Temporary OK to do the - - Hat Cert expires if the full hat is not completed in part time staff study within the following time periods:
 - A. Section Head - 2 weeks
 - B. Dept Head - 4 weeks
 - C. Division Head - 6 weeks
 - D. Senior Exec - 8 weeks.
5. STO keeps a board on which all staff are posted, with the above deadline dates posted for each staff member. It is his responsibility to push these through to completion and advise Dir Personnel Enhancement of any slows or noncompliances. Some posts in the org at Section Head level have very large hats and should be allowed Director time limit for full hatting, i.e. Ethics **Officer**, **Body Registrar**, **PPO**, **PCO**, etc.
6. If the staff member's Temporary OK to Do a post expires, STO must advise Dir Personnel Enhancement, who must see that the staff member redoes his Mini Hat before proceeding with his full post hat checkouts.
7. When the full post hat checksheet is completed, the staff member is awarded a Provisional Okay to Do the - - Hat Cert.
8. Daily correction actions and checkouts as needed continue to be ordered by the senior and Div Head.

9. The staff member continue~s his apprenticeship on post for a further eight weeks after the Provisional Cert is issued. At the end of this period, he writes up a full CSW and submits to C & A via his senior, Div Head and Dir Validity.
10. The senior attests that a full and proper apprenticeship has been served, that full correction actions have been taken and that the staff member is now competent on post.
11. Dir Validity inspects the CSW, the stats, the staff member's area and products before okaying the staff member for full post Cert.
12. If Dir Validity flunks the staff member, he must write all the reasons, listing policies violated or not applied and send to the staff member, with a copy for Dir Personnel Enhancement. Dir Personnel Enhancement must see that a new programme is drawn up to cover these points, plus any other weak area disclosed.
13. The staff member is awarded a full *Permanent Post Certificate* on completion of full hatting, apprenticeship and proven post competence, demonstrated by high statistics.

It takes daily actions and care and interest by a Div Head and senior, plus good programming, checkouts, word clearing, cramming and training to really put a staff member on post. This action has to continue and continue until the person is fully competent on post and does not require any executive intervention. Obviously at this point, the person is fully hatted on post, must have up stats and is eligible for his full post hat certificate.

The staff member can then have an In Training posted under him and be programmed for his promotion.

The A to B in Personnel Programming and training actions is from unhatted to fully hatted and on post functioning competently.

It is the responsibility of Dir Personnel Enhancement to see that Div Heads and seniors commence implementation of the "One Flub" correction system. He must call in Div Heads for checkouts on relevant materials if they are failing to train or correct their staff. Failure to handle seniors at this point will threaten the whole of the hatting and personnel programming activities of an org and unnecessarily depress the stats.

The OK to Be a - - system lays out a more efficient system of getting staff fully hatted. Nearly every post in Qual has a role to play in ensuring that it is put in and maintained.

HCO PL 28 Dec 67 "Qual Senior Datum" points out Qual's relationship to students and pcs "Qual is the students' and pcs' friend. A last refuge when other doors close." This definition is now extended to include staff: "Qual is the staff's best friend. The first refuge when a door closes."

Qual Aide for L. **RON HUBBARD Founder**

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Saint Hill Manor, East Gi

HCO POLICY LETTER 0

Remimeo
GO for
Enforcement

ETHICS

Executive Series 13

Finance Series 12

Personnel Series 25

PTS PERSONNEL AND FINANCE

PTS means Potential Trouble Source. This is a person who is connected to a suppressive person, group or thing. (For full information on PTS see HCO P/L 31 May 1971 Issue IV Revised 5 May 72, a checksheet.)

N.C.G. means No Case Gain despite good and sufficient auditing.

A chronically ill person, whether the person is known to be connected to a Suppressive or not, is always found to -have been so connected and PTS.

IT IS UNSHAKABLE POLICY HEREAFTER THAT NO PERSON WHO IS PTS OR CHRONICALLY ILL OR WHO GETS NO CASE GAIN MAY BE ON FINANCE OR REGISTRAR LINES OR IN TOP COMMAND POSTS OR AS HAS OR ETHICS OFFICER OR MAA.

TECHNICAL FACT

A person who is connected to a suppressive person, group or thing will dramatize a "can't have" or an "enforced overt have" on an org or staff members.

A "can't have" means just that-a depriving of substance or action or things.

An "enforced overt have" means forcing upon another a substance, action or thing not wanted or refused by the other.

The technical fact is that a PTS person got that way because the suppressive was suppressive by depriving.the other or enforcing unwanted things upon the person.

The PTS person will dramatize this characteristic in reaction to the suppression.

Therefore a PTS person as an ED, C/0, Product Officer, Org Officer, Treasury Sec, Cashier or Body Reg will run a can't have on the org and its staff by

- (a) Refusing income
- (b) Wasting income made
- (c) Accepting wrong customers (like psychos) and forcing them on the org
- (d) Fail to provide staff or service
- (e) Advocate overt products.

HISTORICAL

When staffs went on proportionate pay in the late 1950s, so long as 1 ran the orgs directly the staffs made more money than before.

When I moved off these lines directly the staffs began to receive less money personally.

At that time it seemed to me that proportionate pay served as an excuse to some in an org to run a can't have on the staff.

We knew that some registrars could take money in easily and others never seemed to be able to.

The technical reason for this has just emerged in another line of research entirely.

In completing materials and search on Expanded Dianetics I was working on the mechanism of how a PTS person remained ill.

I found suppressives became so to the person by running a "can't have" and "enforced overt have". This pinned the PTS person to the suppressive.

Working further I found that a PTS person was a robot to the suppressive. (See HCOB 10 May 1972 ROBOTISM.)

This research was in the direction of making people well.

Suddenly it was apparent that a PTS person, as a robot to SPs, will run "can't haves" and "enforced overt haves" on others.

Checking rapidly it was found that where finance lines were very sour a PTS person was on those lines.

RECOVERY

PTS tech, objective processes, PTS rundowns, money processes and Expanded Dianetics will handle the condition.

However one cannot be sure that it has been handled expertly in orgs where a money "can't have" has been run as its tech quality will be low due to an already existing lack of finance.

Only stats would tell if the situation has been handled fully.

Thus the policy stands. Handled or not handled, no person who is PTS or who has no case gain will be permitted in top command or any lines that influence finance.

Any org which has consistently low income should be at once suspect of having PTS or N.C.G. persons on the key finance posts and an immediate action should be taken to discover the PTS or N.C.G. condition and replace such persons with those who are not connected to suppressives or who do get case gain.

Nothing in this policy letter permits any PTS person to be in an org or cancels any policy with regard to PTS.

This policy letter *requires* direct check, close investigation and handling of PTS or SP situations on these posts that may go undetected otherwise.

NOTHING IN THIS POLICY LETTER PERMITS ANY KEY ORG POST TO REMAIN EMPTY.

NATIONAL

As a comment on something that may impinge on orgs and might affect them, the FOREMOST reason for a failing national prosperity and inflation is a personal Income Tax agency. This runs a vicious can't have on every citizen and makes them PTS to the government. Individuals even begin to run a can't have on themselves and do not produce. This IS the cause of a failing national economy. It can be a factor in an org and must be handled on the individuals so affected.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 3 APRIL 1973
Issue I

Remimeo
Dept 1 Hats
Est 0 Hats

Personnel Series 26

HATTING

The cycle of hatting, as given in HCO PL 7 Mar 72, Est 0 Series I R, is HAT some and get production, hat more and get production, hat more and get Production. Hat to total specialization, get production. Hat to more generalized skill and get production. Hat an activity until it can do own and everyone else's hat in the activity and get production.

You HAT to get a PRODUCT.

Hatting is very largely done "on the job". It is done constantly by the individual himself by referring to policy when he is not sure of the policy for the action he is doing or about to do. A survey just done of top level Scientology executives, some of the highest producers in the world, has disclosed all of them, without exception, operate on this basis-they keep policy at hand and refer to it frequently while producing. All have done more Admin study on post while doing their job than they have done in the classroom. They have an actual rule which they invariably apply in practice, which is, "If not certain of the policy in handling something, always locate and study it *no matter how long it takes* and then handle according to that policy."

The interesting thing about this is that the above operating basis SAVES immense amounts of time in the long run, as a staff member or executive operating on policy to this degree very soon gains a high level of CERTAINTY on what he is doing and therefore works very fast.

A Hatting Officer hats executives and staff members "on the job".

One of the simplest and most effective ways to do this is as follows:

The Hatting Officer visits the person while he is working on post. He observes what the staff member is doing *right now*. He finds out what PRODUCT the person is working to produce. He ascertains whether or not the staff member is having any difficulty producing it. We'll say he finds that the staff member is having difficulty. The Hatting Officer then goes away and RAPIDLY locates the policy letter that covers how to do that, how to produce that product. He gives this to the staff member and orders him to study it right now, saying he will return in, say, 10 minutes and check him out on it. In 10 minutes the Hatting Officer returns (with his E-Meter), WCM4s the staff member on the policy and gives him a proper starrate checkout, demonstrations and all. He then has the person complete the cycle of action he was engaged in and produce the product using the policy he has just studied.

This completes one cycle of action of hatting. The Hatting Officer goes off then to hat another.

You will find that upon completion of just one such cycle of action of hatting the staff member will have VGIs and will be *more certain on his post*. When you have done this several different times with a particular staff member, always ending up with a product, he will begin doing it himself. And you will be amazed at how fast his certainty and speed of production increase.

There are several variations of the above. The Hatting Officer may upon visiting a staff member find that he thinks he is having no difficulties but notice he is doing something in an off-policy way. The Hatting Officer says nothing then, simply goes away and finds the policy that applies (or finds it in the Staff Member's own hat) and gives it to him to study. He then proceeds through the full routine and gets the product or sub-product produced "on-policy".

Again a Hatting Officer may find a staff member is having no difficulty with what he is currently doing but by searching around his area, such as in the person's "pending basket", find something he is just not handling. Again he locates the applicable HCO PL but this time has the staff member agree to come and inform him as soon as he completes the cycle of action he is currently working on. The Hatting Officer then has

him study the policy, checks him out on it and has him tackle the thing he has been avoiding and, using the PL, produce the product.

There are any number of ways the Hatting Officer can find the "difficulty" to tackle-a down statistic in the staff member's area may indicate it, a pile of papers on the corner of his desk, a non-complied with order, etc. The point is you find one, locate the policy, check the person out on it, have him apply it and produce the product.

Today, with the various policy indexes available, such as the "LRH Policy and Directives Index" issued by LRH Comm WW, the Flag produced "Indexed Summary of Scientology and Dianetic Policy" and the OEC Volumes, policy is easy to find. A Hatting Officer MUST be an expert in using these indexes and in locating specific policies fast (any staff member should be really). By doing this hatting procedure and using the indexes you will become such an expert fast.

This system could be called "Training on Post" or "on-the-job training". It is Hatting.

Hatting Officers will find staff members will cooperate with them fully on this type of hatting, especially after you have done it a couple of times with a person and he has had a couple of wins. Product Officers will be delighted with you, too-especially if you do a couple of successful ones on them first! You are, of course, in this, working fully in accord with the staff member in getting his job done and with the Product Officer in getting his products out.

Occasionally a Hatting Officer will find he has trouble getting to an executive to hat him-some executive who has done the FEBC, for example, and thinks he knows far more than the Hatting Officer, which he undoubtedly does. However, if a Hatting Officer is to be fully successful, he must hat from the very top of the org down. In such circumstances the Hatting Officer must get smart. He must find where that senior exec is having difficulty on his post by one means or another and politely direct him in some way to the policy which covers. Initially this could be done by attaching a **despatch to the appropriate PL** drawing the exec's attention to it in relation to the situation the exec is trying to handle. After a few successes with this, the Hatting Officer will find he can walk into the area and hat him just like any other staff member.

Hatting Officers should, by good example and training, hat Div Heads to do this type of on-the-job hatting with their staff. It is an executive's responsibility to hat and train his staff. A busy exec may send a staff member off to the STO in Qual to do the checkouts. If after checkouts and Hatting Officer attention the person is still not producing, he should be sent to admin cramming.

There are other aspects to hatting. A Hatting Officer gets people through their basic staff hats, sees that they get through Staff Status I & II, gets them trained on their mini-hat and then their full post hat, divisional packs, etc. But the above system of hatting is the day to day, routine hatting action. Done constantly, by enough Hatting Officers for the size of the staff, the org will soon flourish with extremely certain and competent executives and staff.

Of course all such hatting is directed towards getting staff instant hatted and producing initially, then mini-hatted and producing, then fully hatted for and fully competent on his post.

HATTING ACHIEVES CONTROL OVER POST.

This is the exciting field of the Dept I Hatting Officer. These are the wonderful effects a Hatting Officer can produce. And even an org which has a full Est 0 System operating, would still have Hatting Officers in Dept I doing this.

So, Hatting Officer, do it. See how simple it is. And see what great effects you can create in your org! L. RON HUBBARD expects it of you.

Tony Dunleavy
Cs- I

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for
L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 24 JUNE 1973

Remimeo

Establishment Officer Series 29
Personnel Series 27
(Taken from LRH OODs item
of 18 Nov 7 1)

"The concept of what is a 'complement' is probably generally misunderstood. This means the officially allowed number of persons and the officially designated posts for an activity, whether an org or a ship.

"Without these basic complements orgs get misposted. Instead of ten auditors they have one auditor and nine admin personnel somewhere else.

"This general concept of complement is generally missing and underlies the reason why org boards are, to some degree, in disuse.

"In any org which is not doing well you may find not enough personnel and too many personnel. You may also find that the personnel there are not posted onto the post necessary to be held.

"Designating the post necessary to be held is what is meant by 'assigning a complement'.

"I never realized the concept was hard to get across until recently. In the dictionary it says that a complement is simply a full list of the officers and men of a ship. This falls so far short of the actual definition that it generates confusion.

"A complement is the full list of posts and where they belong on the org board, which must be held. This gives you a slightly different idea of what is meant by 'complement'.

"One org, for instance, didn't have a standard complement. It simply had all possible posts which could be held in the org. This does not tell you what posts should be held in the org.

"Therefore, personnel control is not possible.

"In the case of another org there was a maximum allowed complement but it was never filled up.

"There is a complement for every separate and individual org.

"Until the complement of an org is laid out, known and filled, there will be continual trouble with personnel and difficulties in handling it.

"The sooner this is straightened out, the easier time there will be for all."

L. RON HUBBARD

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Org Seties I

BASIC ORGANIZATION

What is Organization?

Most people have so many associated ideas with the word "Organization" that they think of one as an identity or a being, not as a dynamic activity.

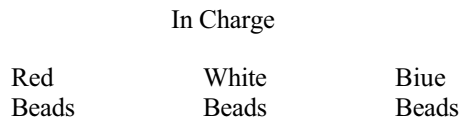
Let's see what one really is.

Let us take a pile of red, white and blue beads. Let's organize them.

Now let us draw the org board.

Let us dump them all on top of In Charge, all mixed up in a confusion.

Obviously In Charge must route them to dig himself out. So we get

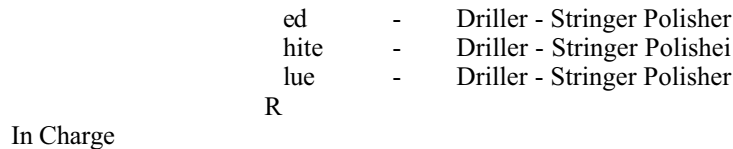


Thus we find out much of what an In Charge does. He routes. He separates into types or classes of thing or action.

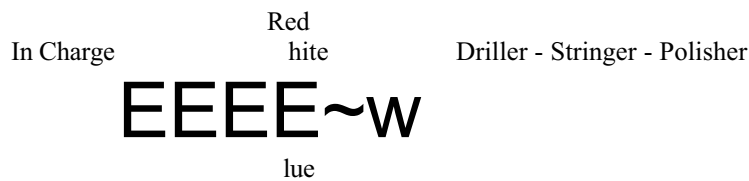
This so far is a motionless org.

We have to have products. Let's say its products are drilled beads, strung beads, boxed beads.

We would get



Or we would get



Or we would get



It is not particularly important which pattern of org board we use so long as it handles the volume of beads.

If we only have I person in this "org" he would still have to have some idea of organization and a sort of org board.

If we have any volume to handle we have to add people. If we add them without an org board we will also add confusion. The organization without an org board will break down by overload and cross flows and currents. These in conflict become confusion

All a confusion is is unpatterned flow. The particles collide, bounce off each other and stay IN the area. Thus there is no product as to have a *product* something must flow OUT.

We can now note two things. We have some stable items. These are posts or locations. And we have flow items. There are things undergoing change.

So an org's positions change flowing particles.

Particles flow *in sequence*.

Things enter an org, get changed, flow out of an org.

An org with one type of item only (red beads) is less complex than one with several types of items.

In Charge

Red Clay Procurer	Red Bead Moulder	Red Bead Boxer	Red Bead Shipper
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Any activity has a *sequence* of actions. It has to have stable points which do *not* flow in order to handle things which do flow.

It is not necessary to have a stable terminal do only one thing. But if so then it also has a correct sequence of actions.

All this is true of an engine room or a lawyer's office or any organization.

In an engine room fuel flows in and is changed to motion which flows out. Somebody runs the machines. Somebody repairs the machines. It may all be done by one person but as soon as volume goes up one has to plan out the actions, classify them and put them on an org board which the people there know and abide by or the place will not operate well.

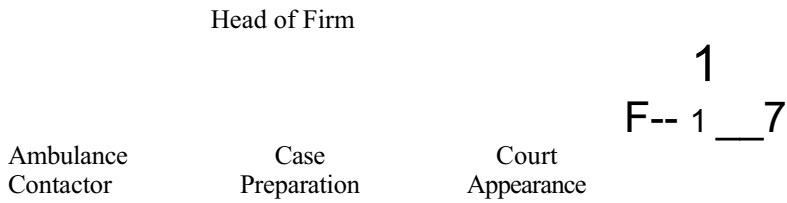
This is done by dividing operation and repair into two actions, making two activities on the same org bd.

Chief E 1 ngeiner

Stores and Fuel	Repair Crew	Motormen Watches
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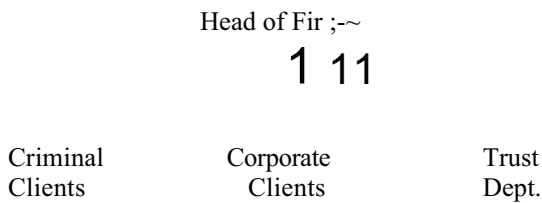
The Chief keeps the flows going and the terminals performing their actions.

In a lawyer's office we get different actions as a flow.

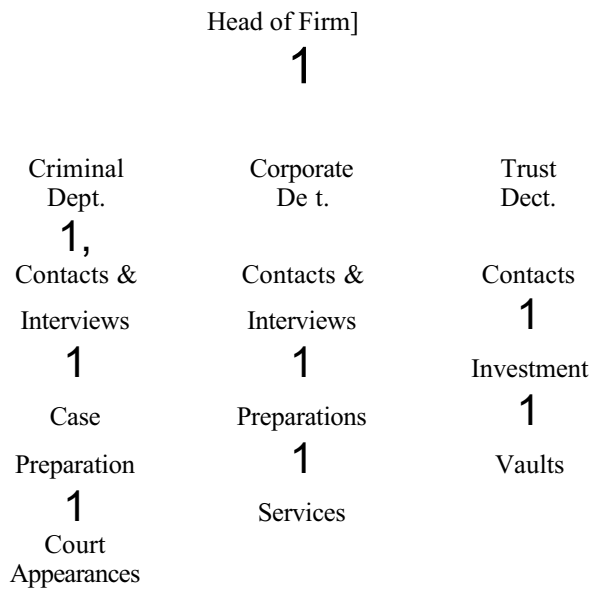


Would be a flow pattern, possibly with a different person (with a different skill) on each point.

Or we could have a sort of motionless org board.



But if we did that we would have to put the motion in vertically so that flow would occur.

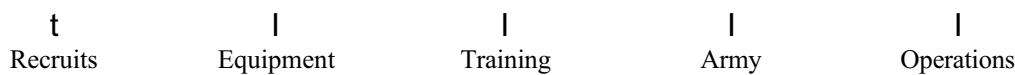


Org boards which only give terminals usually will not flow.

A typical Army org board of yesteryear was

Offi cers
Army

When they got into a lot more men they had to have a flow board.



So one *organizes* by

- I . Surveying the types of particles.
2. Working out the changes desired for each to make a product.
3. Posting the terminals who will do the changing along the sequence of changes.

The board also must include a *recognition* of the types in A which *routes* the types to the *terminals* who *change* them and to a further *routing out* as *products*.

To be practical an org board must also provide for pulling in the materials disposing of the product and being paid for the cycle of action and its supervision.

A company has various actions.

It is essentially a collection of small org boards combined to operate together as a large org board.

The basic principles you have to know to organize anything are contained in this policy letter.

To plan out *any* action one has to be able to visualize its sequence of flows and the changes that occur at each point. One has to be able to see where a particle (paper, body, money) comes in and where it leaves.

One has to be able to spot any point it will halt and mend that part of the flow or handle it.

A proper org board is a perpetual combination of flows which do not collide with one another and which do enter and do experience the desired change and which do leave as a product.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 14 SEPTEMBER 1970

Remitneo
Exec Dir Hat
HES Hat
HAS Hat
Executive Hat

Org SeHes 2

COPE AND ORGANIZE

It's perfectly all right to cope. One always must.

But one MUST organize things while he copes.

The mounting overload and overwhelm in an area comes entirely from cope-cope-cope without organizing also.

Example: You have to handle something for which there is no planned organization. Like a mob at a Congress. You can cope. But if you don't take the first available instant to grab 3 guys and give them specific duties right then to mind doors and tickets it all just gets worse and worse and the cope catches up as overwhelm.

Any old org bd is better than no org bd at all.

A good org bd well grooved in, duties well apportioned permits things to smooth out and increase in volume without strain.

In a flood if you can channel the water, you can handle the flood. If you just batter at water you drown.

ORGANIZATIONAL GENIUS IS COMPOSED ONLY OF ARRANGING SEQUENCES OF ACTION AND DESIGNATING CHANNELS FOR TYPES OF PARTICLES. THAT'S ALL IT IS.

Then you can handle flows and prevent stops.

So you must always organize as you cope.

National riots are just the inability of leaders to arrange sequences of action and designate channels for types of particles.

One area which was never organized became just an ant-hill of do-less useless motion.

If your in basket is too high you cope and handle it AND ORGANIZE YOUR LINES for the future.

"I'm absolutely drowningis the same as saying "I can't organize worth a damn!"

.ORG BD

Every Exec has his own personal org bd. Really it's at least 21 Depts.

But you don't have to go that fancy.

I had an org bd once that was 8 folders, each representing traffic from a major org, reports placed in it latest on top, a communicator who did the placing, a greeter who handled bodies and an inspector that was me. Just myself and one other. But it

was an org. With that "org bd" I handled all the Scientology in the world at that time, lectured, researched and had ample time left over. It reduced full time cope to a part time job. Later 100 staff members (WW) replaced me as Exec Dir and I moved off post. They were all very busy but they didn't even know they had an org bd they were on, no individual operated his own personal org bd. Their cope and ignorance took the stats right on down. But they sure were busy coping!

The antithesis (opposite) of an org bd is confusion. The amount of confusion present doesn't add up to production, even though it is totally exhausting. The end product one wants is not exhaustion. The amount of energy expended does not measure production. Production is solely the amount of completed cycles that occur. The more they are planned in sequence and the better the different types are channeled the more production will occur.

So cope by all means but don't forget to organize a little each time you get a chance.

The end product of cope is drown.

The end product of organize is freedom.

L. RON HUBBARD

Founder

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Saint Hill Manor, East Grinstead. Sussex
HCO POLICY LETTER OF 14 SEPTEMBER 1970
Issue 11

Remimeo
Exec Dir Hat
HES Hat
HAS Hat

Org Series 3

URGENT

HOW TO ORGANIZE AN ORG

Let us assume that you have an org to run (or any part thereof)
How would you organize it and get it to function?

- 1 - You would count up and name the different vital actions necessary to functioning.
2. You would count up the persons needed for each function and give them the post names.
3. You would do a checksheet for each post to include its vital data.
4. You would collect the material of each checksheet into a pack.
5. You would recruit the minimal number to begin it, keeping in mind finance and solving that.
6. You would show one of them how to check the others out to get them trained.
7. You would then get the org running.
8. You would expand it by single hatting vital posts.
9. All the while you would cope with things as they came up.
10. You would add to checksheets and packs things learned while operating.
11. You would add posts as they were found needful.
12. You would never drop out the actions of recruiting, checksheets, packs and training.

Naturally the org would have to have a function that was valuable and would have to execute it or produce and be paid or it would not be viable (able to live).

All right. All that seems straight-forward enough.
Now let's see how it could go wrong.

Foremost would be a failure to function or produce and a failure to get paid for it. This would cripple the activity and bring in inadequate operating funds, curtailing facilities and pay and making it undermanned, hurting its image and shutting off recruitment.

Recruiting to fill a new function could be incorrectly (destructively) done by using the production area as the recruitment pool. Also each time a portion was operating well, it could be used as a recruitment pool and emptied out and unmocked. This would destroy all training effort and injure the viability and reverse organization back to cope.

Or no recruitment could be done at all.
There could be no checksheets or packs.

There could be no training done even when checksheets and packs existed.
The checksheets or packs could be too short or unreal for the post. Or they could be too long or relate to another post.

The head of the org could fail to check out the heads of portions.

The heads of portions could fail to get their juniors hatted and checked out.

The org staff could be unaware of their belonging to the org and be unaware of its purpose and general products.

The problems as listed above could remain obscured and ethics could be substituted as an effort to get up production.

There are ten basic points that could go out. These are 1. Recruiting 2. Training 3. Training on post 4. Utilization 5. Production 6. Promotion of product 7. Sale of product 8. Finance 9. Justice 10. Morale.

It is assumed that the activity is worthwhile and the potential production valuable. Given that, the remaining ten points are the points where organization breaks down as these areas are the most aberrated in the society.

The fundamental outnesses, however, would be failure to recruit, to have checksheets and packs for each post, get training done on them and have new people on post serve on it in-training.

Let us suppose the head of an org or division never checked any junior out on anything.

Looking at standard functions, everyone would be posting and routing people except Dept I intended for that. Everyone would be handling comm except Dept 2, intended for that. Everyone would be inspecting and handling stats except Dept 3. And so on down the line. The place would be a dog's breakfast of total cope.

All right, let us say one *does* have a dog's breakfast instead of an org. How would one straighten it out?

One would cope to maintain some semblance of viability.

One would throw together an org board and post it and drill people on it-

One would throw together hats and get them worn.

One would continue to cope but now also force others to help the coping and cope themselves as semi-specialists on their own posts.

Finally one would get checksheets and packs together for each post covering all its actions.

One would then get these checksheets and their packs trained on for each post fully.

Thereafter one would insist that executives made sure their juniors had checksheets and packs as their hats.

And one would continue to recruit as by this time the org would be expanding and it would become upset by undermanning and go down hill again.

One would watch the ten aberrated points as they go out very easily.

People gather up all sorts of weird solutions to running a disorganized org. "We need more experienced people"; "We can't produce so should be subsidized", are two common ones.

When people on post do NOT have grooved in hats they do goofy things. The goofiness is not confined just to their job functions. Lacking a purpose and not conceiving the org purpose they can go utterly astray and do things that are quite mad. Like tearing things up. Like breaking things. Like getting involved in goofy relationships.

You can detect an org where posts are not grooved in by the number of odd-ball things happening.

The way to put this sort of situation right is to start organizing as given in this rundown.

Working on organization as you cope it will eventually make it come out right.

When it sags just come back to this rundown and it will all straighten out again.

L. RON HUBBARD

Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Rernimeo
Exec Hats
Personnel Hats
Ethics Hats

HCO POLICY LETTER OF 22 SEPTEMBER 1970

Personnel Series 9

Org Series 4

AN URGENT IMPORTANT AND STA RRA TE PL

HATS

HAT - A term used to describe the write-ups, checksheets and packs that outline the purposes, know-how and duties of a post. It exists in folders and packs and is trained in on the person on the post.

HATTECHNOLOGY

"Hats" developed in 1950 for use in Dianetic orgs as a special technology. The term and idea of "a hat" comes from conductors or locomotive engineers, etc each of whom wears a distinctive and different type of headgear. A "hat" therefore designates particular status and duties in an organization.

A "hat" is a specialty. It handles or controls certain particles in various actions and receives, changes and routes them.

A "hat" designates what terminal in the organization is represented and what the terminal handles and what flows the terminal directs.

Every hat has a product.

The product can be represented as a statistic.

Any job or position in the world could have its own hat. The reason things do not run well in a life, an org, a group, nation or the world is an absence of hats.

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

Any protest of anyone against things not running right can be traced to lack of hats.

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

HAT CONTENT

A hat must contain

- A. A purpose of the post.
- B. Its relative position on the org bd.
- C. A write-up of the post (done usually by people who have held it before relief and when so done it has no further authority than advice).
- D. A checksheet of all the policy letters, bulletins, advices, manuals, books and drills applicable to the post. (As in a course checksheet.)
- E. A full pack of the written materials plus tapes of the checksheet plus any manuals of equipment or books.
- F. A copy of the org bd of the portion of the org to which the post belongs.

- G. A flow chart showing what particles are received by the post and what changes the post is expected to make in them and to where the post routes them.
- H. The product of the post.

1. The statistic of the post, the statistic of the section, the statistic of the department and division to which the post belongs.

STAFF HAT

There is also a general staff hat.

This hat contains

- (a) The overall purpose of the org, its aims, goals and products.
- (b) The privileges or rewards of a staff member such as auditing, training on post, general training availability, pay, vacations or leave, etc.
- (c) The penalties involved in non-production or abuse of post privileges or misuse of the post contracts.
- (d) The Public Relations responsibilities of a staff member.
- (e) The interpersonal relations amongst staff members including courtesy, cleanliness, attitudes to seniors and juniors, office etiquette, etc.
- (f) The Mest of posts generally, its papers, despatches, files, equipment.
- (g) The Comm and Transport System of the org,

GRADIENT SCALE OF HATS

A "gradient scale" means "a gradual increasing degree of something". A non-gradient scale would be telling someone to enter a skyscraper by a 32nd story window.

Thus there is a gradient scale of organizing.

A key to this is found in *Problems of Work's* theory of confusion and the stable datum.

One in actual practice has to cope while organizing.

COPE means to, handle whatever comes up. In the dictionary it means "To deal successfully with a difficult situation". We use it to mean "To handle any old way whatever comes up, to handle it successfully and somehow".

IF YOU *REMAIN* IN COPE, THE DEMAND TO COPE INCREASES.

In that you have the key to "exhausted executives" or staff members. You have why the President of the US ages about 20 years in one term of office as you can see by comparing dated photographs of past presidents. He is totally on cope. His government has an org board that looks like a pile of jackstraws. He has no hat. His staff have no hats. His government departments have no hat. The technologies of economics, law, business, politics, welfare, warfare, diplomacy have been lost or neglected (they *do* exist to some extent).

The guy is on total cope. And the post has been on total cope since it was created as an afterthought by the Constitutional Congress that began the post in the 18th Century. Even what it says in US Civics textbooks is not found in practice.

So "difficult situations" are the order of the day and are handled by special actions and appointments.

The people who *should* handle them haven't got real hats.

This is all catching up with the country at this writing to such a degree that the citizen cannot benefit from a stable society or social order. The country looks more like a war of insurgency.

In other words departures from hats has led into total cope and it is steadily worsening.

Any organization put in by one political party is knocked out by the next incumbent and who could totally organize a country in four years? (The term of a president.)

Yet it is hanging together some way and some way meeting increasing demands and pressures.

I have stated this in a large example so that it can be seen in a smaller unit.

To handle this one would first have to want to straighten it out and then assemble the tech of admin to straighten it out. And then one would have to begin on a gradient scale of org bd and hats.

A cope sort of hat would be tossed off orders to some other people on staff who have some title of some sort.

Along with this would be a posted org bd that has little to do with duties actually **performed** and used by a staff that doesn't know what it is.

One begins to move out of cope (as given in other series) by putting an org board together that labels posts and duties and getting people on them to handle the types of particles (bodies, mailings) of the org.

The next action would be brief write-ups of the posts and their duties and checking people out on them.

Actually if you only got to the middle of the last paragraph with an org the executives would remain in cope. So much know-how would be missing in the org's staff that every rough bit would shoot up to the executive for special handling and that is cope.

Hats only in this far is not good enough as it still takes a genius to run the place.

The next gradient scale is to get the hat to contain

- (i) The post write-up itself
- (ii) The theory and practical necessary to run it.

This is done by a preparation of checksheets of data and a pack matching it for key posts.

Naturally the org bd now has to become more real and staff has to be checked out on it.

Then hats as post checksheets and packs are extended to the rest of the staff.

The mechanisms of training have to exist by this time.

Seniors have to be made responsible that every junior below them has a hat consisting of write-up, checksheet and pack.

Meanwhile one continues to cope.

Gradually, gradually staff begin to know (through checkouts) their hats.

New staff coming on are grooved in better.

Cope begins to diminish and the organization tends to smooth out.

Here and there competent handlings begin to show up brightly.

Now we find a new situation. With everyone throwing together checksheets and packs for staffs we find non-standard checksheets. Some messenger has to do the full checksheet of the HCO Division pages and pages long. The HCO Sec has a checksheet with just 10 items on it.

So a central authority has to standardize post checksheets and survey and put in overlooked bits of data.

But that is way up the line. The org long since has become smooth and prosperous.

So that is the gradient scale of getting in hats.

EXPERTS

Here and there you find an area of special expertise in an org where the expertise is so expert in itself that it obscures the fact that the person does not also have a full post hat.

A lawyer would be a case in point. It takes so long to learn law in some law school that an org executive can overlook the fact that the *post* hat is missing. Org policy on legal matters and staff hat remain unknown to this legal post AND JAM IT UTTERLY. This came to light when a whole series of cases was being neglected because the legal staff member, an excellent lawyer, did not know how to make out a Purchase Order or that one could or should. Investigation found no post or staff hat. Only a legal degree.

Orgs continually do this with auditors. They are technical experts in *auditing*. So they get assigned to posts in the HGC WITH NO HAT. Backlogs occur, things goof up. Tech fails. All because it is overlooked that they are PART OF AN ORG and need staff and post hats and need to be trained on them.

Worse than that, a highly classed auditor is often put on an admin post without hat or training for it.

You would not take an admin trained person and without further training tell him to audit. So why take an auditor and tell him to handle an admin division?

Without his post write-up, checksheet and pack FOR THE POST and without training on it, the person just isn't qualified for it no matter what *other* line he is expert in.

It is great to have , an expert who has been specially trained in some profession. But lawyer, engineer or Public Relations, he must have his hat for the org post and be trained on it or he will goof! Yet one won't suspect why that area is goofing because "he's a Class VI isn't he?"

UTILIZATION

Personnel can recruit madly, answering every frantic demand for personnel and yet HAVE THEM ALL WASTED for lack of full hats and full training on those hats.

An investigation of blows (desertions) from orgs shows that lack of a grooved in hat was at the bottom of it.

People come on a job. It is at once a great mystery or an assumption of total know-one or the other.

Either one continued leads them into a state of liability to the org.

People who don't know what they are doing and people who don't but think they do are both NON-UTILIZED PERSONNEL.

Pay and prosperity for the rest of the staff will go down unless this is remedied.

The whole org can sag and even vanish under these conditions.

So personnel has a vested interest in hats being complete and staff trained on them. For personnel people cannot possibly cope with "no pay so can't hire anyone" and "no people so can't produce".

The answer is H-A-T-S.

And a Hat is a write-up, a checksheet and a pack.

And the staff member trained on them.

ETHICS

When a person has no hat he lacks purpose and value.

When he has no purpose and value he not only goofs, he will commit crimes.

It is apparently easier to hit with Ethics than to program and give someone a full hat and get him trained on it.

Police action is not a substitute for having purpose and value.

This is so fundamental that one can even trace the unrest of a nation to lack of purpose and value. A huge welfare program guarantees crime and revolt because it gives handouts, not hats.

Even a field Scientologist should have a hat.

By doing only this over the world we would own the planet as in an expanding population, individual purpose and value are the most vital and wanted commodities.

If there are no real hats there will soon be no money of any value and no bread!

SUMMARY

ANY HAT IS BETTER THAN NO HAT according to the way a thetan seems to think.

But be that as it may, the downfall of any org can be traced directly and instantly to no recruiting or no org board, no hats or unreal hats or no training on hats.

The sag of an org can be traced directly to lack of hats and lack of training on hats.

The overload of any post can be traced directly to lack of an org bd and lack of hats and no training on hats.

The way out is to organize the org board and hats while you cope.

If you do not your cope will become an overwhelm. If you do your burden will lighten and your prosperity increase.

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 IdealScene.

L. RON HUBBARD
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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 SEPTEMBER 1970
Issue III

Remimeo Executive Hats

Org Series 5

ORG BD CUTATIVES

The most serious blunder in re-doing org boards is losing past functions off them.

"Cutative" is an invented word to mean the impulse to shorten or leave out or the thing left out.

THE RULE IS: ANY MAJOR FUNCTION, ACTION OR POST LEFT OFF AN ORG BOARD WILL WRAP ITSELF AROUND THE IN CHARGE LIKE A HIDDEN MENACE.

As the function is not *expressed* it is not recognized. But it forces itself upward and can swamp an activity if not done-

Thus we get the laws:

I . Activity functions must all be expressed on the org board.

2. All functions below a personnel on an org bd are the responsibility of that personnel, no matter what size the staff may be.

3- Functions omitted will act as invisible overloads.

EVOLUTION OF ORG BDS

Usually the first org board ever done for an activity is a dream up. It is seldom real but better than no org bd at all.

Experience then refines it.

Some functions on it are not related to it, are unreal.

Some functions not on it rise up to haunt and overload the In Charge.

Actions done by an executive that are not on the org board in departments get posted like small flags opposite the executive's name. (Like Legal, VIP greeting, etc.)

After a while these little flags are too many.

A reorganization occurs and the Flags are put down into departmental functions. This gets them off the executive's neck and gets them manned up.

So far so good. Now what happens is a catastrophe. A new executive who has no experience with this Org Bd DREAMS UP A NEW ONE. This is out of sequence in evolution. He is treating the place as though it had NO org bd simply because he doesn't know the existing board.

This gives us the Cutative. He drops functions off the board. These now wrap around his neck. The place stalls.

YOU HAVE TO KEEP EVERYTHING ON THE ORG BD THAT WAS

EVER ON THE ORG BD EVEN IF IT WAS 3000 YEARS AGO.

SALVAGE

It often occurs that one has to do a full, complete salvage of an org bd.

There is absolutely no reason except the org bd writer's laziness not to put everything on an org bd!

There is a rule about posting an org bd. You don't post a name for every post. That is folly. You post by work load.

All the functions below a person are handled by that person. If they are too much you put in a new name and person on a heavy load function.

So why do a cutative? It means no more people. It just means more space and tape. What's saved but elbow grease. What's lost? The whole org can be lost and become non-viable.

Example: SH original board had 10 major divisions on it. They were just functions really. They were the 10 sources of income *before* SH trained or processed anyone. Some years ago I tore the place apart looking for that old org bd. It was evidently thrown away. Today SH does not have but *one* of those income functions! Nine have been lost! It added training and processing, it lost 9 functions capable of supporting it. They should be looked up in the 1959-1960 accounts records, the old invoices analyzed and gotten back and put on the WW Org Bd and manned. This is regardless of what is already on the org bd.

Other functions lost off that and the SH org bds should be posted back on them and at least held from above or double or triple hatted.

Example: DC which had the original 6 Dept Org Bd should recover those posts and put them on the 9 Div Org Bd so early policy would make sense.

Example: London should recover its earliest org bds and put their posts and functions on its current org bd.

There comes a time when early org bds have to be salvaged and reposted on existing org bds.

BECAUSE THOSE FUNCTIONS ARE STILL THERE AND MOST OF THEM GONE INVISIBLE.

Example: A Division 2 org bd asked to be redone threw away 5011o of its functions and posts, was dreamed up brand new off a division already caved in by loss of performance. The excuse was "other activities now do these." Published, this org bd would have driven its executive mad with omitted duties that would come to him as invisible overloads.

The "We don't do that now" is like what once happened to tech. One could say "Maybe you think you don't do it now but the function is still there hidden. It was found once. Now you've lost it again."

OLD EMPIRES

The Egyptian, Greek and Roman Empires still try to operate! I've checked it. The late British Empire may be gone on the British org bd but it will still function without expression until it kicks England's head in. The British public shovels money out by the scoopful to an Empire that doesn't exist!

Trying to kill an org takes years and years and years and it still tries to survive.

When one takes responsibility for a function or area it still tends to persist.

It is an odd phenomenon. The Third Dynamic track is that way. Changes later on the track, (short of auditing individuals) do not change earlier circumstances.

A thetan's intentions get very pale perhaps but a thetan never really gives up.

All this expresses itself on the subject of org bds.

One can also willfully disregard an existing board, dream up a new board that does not express the functions and get into real trouble.

A NEW LOOK

Examining this subject of org bds in the light of very current experience with asking people to redo them, these facts have emerged.

It gives us a new look.

The next full Scii org bd issue you see will have on it all functions of which we have any trace *and* the nine division board we are using.

The new board will have nine divisions. It will also include all past titles and functions in addition to all current titles and functions with the past titles in parenthesis.

Many org bds of other activities have never become expressed at all and have left a tangled history. The US still hangs flags around the Office of the President and one hears "The Executive Branch is usurping the power of Congress." Congress once had all those functions but didn't put them on its org bd. They still do them but lost the titles to the president. Thus an appointee despotism rises in place of a democracy. It all goes back to a lost Congressional Org Bd.

It is necessary for a people or a staff to

- (a) Have an org bd
- (b) Know the org bd
- (c) Have the org bd express the total functions and duties that have ever been held by any post even including the flags of yesteryear duly dated.

Don't cut functions off an org bd. If they have become known they have been found. Why lose them?

One can rearrange flow patterns.

One cannot abandon living functions on an org bd.

It's only the unknowns on an org bd that get anyone overloaded, confused or in trouble.

So why not keep it visible?

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 27 SEPTEMBER 1970
Issue I

Remimeo
Cashiers
Div Ills
Pub Div Hats
Div II Hats
FSMs
F/Os

Org Series 6

CUTATIVE PRICES

HCO PL of 27 Apr AD 15 "Organizational Price Engram" is fully valid and must be followed. It explains why price cuts damage orgs.

Price cuts are forbidden under any guise.

1. PROCESSING MAY NEVER BE GIVEN AWAY BY AN ORG.

Processing is too expensive to deliver.

2. BOOKS MAY NEVER BE GIVEN AWAY BY AN ORG OR BY PUBS ORG.

They are too expensive to manufacture.

3. FSM COMMISSIONS MAY NEVER BE PAID ON DISCOUNTED OR CUT RATE ITEMS.

If an FSM can't sell for full value he does not rate any commission.

4. SCHOLARSHIPS FOR COURSES ARE LIMITED TO INTERNESHIPS, HSDC AND ACADEMY LEVELS.
5. COURSE SCHOLARSHIPS ONLY MAY BE OFFERED FSM ON CONTEST AWARDS.
6. SCHOLARSHIPS ARE ONLY AVAILABLE TO WORKING FSMs OF PROVEN SELECTEE SUCCESSES.
7. ALL SCHOLARSHIPS AND AWARDS OUTSTANDING TERMINATE IF NOT TAKEN BEFORE 1 JANUARY 1971.
8. FSM COMMISSIONS ARE PAID ONLY ON THE ARRIVAL OF A STUDENT OR PC, NOT ON RECEIPT OF THE FEE.

Adv payments are sometimes refunded.

9. ONLY FULLY CONTRACTED STAFF IS AWARDED FREE SERVICE, AND THIS IS DONE BY INVOICE AND LEGAL NOTE WHICH BECOMES DUE AND PAYABLE IF THE CONTRACT IS BROKEN.
10. FSM BONUS AWARDS TO ORGS MAY ONLY BE DELIVERED TO CONTRACTED STAFF MEMBERS OF THAT ORG.

L RH: sb. rd

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Founder

[Note: Per point 7 above, FSM Awards outstanding as of 27 September 1970 were to be taken by 1 January 1971 or forfeited. HCO PL of 31 January 1971, *FSM Contest Awards*, abolished the deadline for claim and use of such awards. The rule in point 3 above concerning FSM Commissions on discounted or cut rate items was modified by HCO PL 7 September 1973, Issue II, *FSM Commissions, Payment of*, which sets out those discounted services on which Commissions may be paid and how this is calculated, and those on which Commissions are not paid. A copy of this PL appears in the 1973 Year Book.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 OCTOBER AD 20

Remimeo HC Checksheet

Org Series 7

HATS AND COUNTER-EFFORT

When you are trying to get somebody to do something he should do, you are in effect trying to get him to wear his hat.

In trying to get things done you often feel you are running into "Counter-effort". (Contrary action or effort to your action or effort.)

The most usual Counter-effort is NOT willfulness or mutiny or out-ethics. Most people consider these are the reasons they get opposition to worthwhile actions.

The most usual Counter-effort is *lack of a hat*, defining a hat as a write-up, checksheet and pack on which the person is trained.

It looks like wilfull stupidity, waywardness, laziness, mutiny, antagonism or what have you.

Whatever the reason for it may be it must include lack of a hat.

The variations are enormous, almost infinite.

Example: Mr A is trying to get Mrs A to be a good wife. Mrs A is in outright mutiny. Now it could be that Mr A does not have or know his husband hat or Mrs A has no wife hat or the neighbours or friends don't have neighbour or friend hats or Mr B has no social hat and is trying to estrange Mrs A or he has no husband's hat of his own; but whatever it is it is a matter of hats. SOMEBODY (or all of them) in this is not wearing their hat.

I had someone in marital trouble look at me thoughtfully once and say, "I don't have *any* idea what *are* the rights or duties OF a wife."

Example: A Course Supervisor having trouble getting a student to study. He pleaded and argued and wore himself out.

He never realized this student DID NOT HAVE A STUDENT HAT. He could have saved all his energy spent in arguing and applied it to making up a student hat and getting *it* assembled and studied and would have gotten somewhere.

ORG BD

So we draw up an org board for an activity for several people.

It is all correct as to function and flows.

We put the names of the several people on it where they seem to be flitted.

The activity doesn't go.

So we explain and drill the org board on the people.

It comes up to a flubby sort of cope.

The missing point now is HATS. Each one has to have and know his own hat and something about the hats of others.

Things will promptly get much better! The activity and the interpersonal relations and the lives of these people are greatly improved,

Personally they are running into much less cross-flow and confusion. So they have a happier time, less effort and more production.

A badly organized, badly hatted, badly trained group is at each other's throats continually. To get anything done at all they have to operate at the level of correction instead of production.

Any ripple of emergency in such a group operates as a major impact.

PROGRAMS

There is still a missing element when one has org boarded and hatted and specialist trained an activity. This is PROGRAMS.

The sequence of flows and the changes or actions at each point plotted against time are in fact the major sequences and programs of a group.

MANAGEMENT SUCCESS

Given a desired product a fully successful management can only be founded on the actions inherent in

1. A good Org Bd.
2. Hats as write-ups, checksheets and packs.
3. Hats trained in.
4. Sequences and Programs known and followed.

IT IS FAR FAR EASIER TO WORK ON AND ACCOMPLISH THOSE FOUR THINGS THAN IT IS TO COPE AGAINST THE COUNTER-EFFORT GENERATED WITHOUT THEM.

Naturally while getting this done, anyone has to cope to keep things going.

SINGLE-HANDING

"Single-handing" means to handle things by yourself.

You can single-hand when you are all alone or you can single-hand in a large group that is supposed to be working or helping.

When only one man, senior or junior, is doing all the controlling and work of an activity he is said to be "single-handing".

The term derives from the sea (like so many English words). Single means "one only" and "hand" means a sailor. "Handing" is the verb form of "single-hand".

No other activity expresses so well the idea of "one man working" or "one man controlling".

It is of course derogatory to others who are around and not working.

The phenomenon comes about by having non-org-boarded, unhatted and untrained people.

Now the oddity of it is that it can occur (a) when there are other people who are also supposed to be working (b) when there is an org board (c) when there are hats and (d) when programs exist.

This of course looks like "bad morale" "apathy" even "mutiny".

The missing elements usually are:

- (a) The other people don't know the purpose of the activity or what's really going on.
- (b) The org bd is unknown to them even when it exists.
- (c) The hats are not checksheets and packs and have not been trained in.
- (d) The sequences or programs that should occur are not drilled in and if they were the no-hat situation would wreck them.

The point is even more amazing when a group with a purpose and an excellent potential product WILL BE POOR AND WILL FAIL if org bd, hats and sequences and programs are not fully known and drilled.

Groups are like that.

This is why man and his activities succeed only in the presence of huge affluences or extraordinary personal leadership.

Lacking org bds, hats, training, programs *that he knows and can do*, man flounders.

UNHATTED LEADERS

Leaders who are not org boarded, hatted and trained and programmed can make a fantastic mess out of a formerly well organized group.

It takes some doing. But no one can knock the known org board apart faster than a senior. No one can knock off hats easier than someone in authority who does not himself know they exist.

Nero and his ilk destroyed the whole Roman Empire. That civilization was about as well org boarded and hatted as any civilization on the planet in recent millennia. Nero thought he was a lute-player and composer and charioteer. These were the only hats he ever wore aside from that of murderer.

A few emperors like him and that was that.

The Christians had an org board, member hats and staff hats, post hats of a sort and constant training. And that was the end of the Roman Empire and the beginning of the Holy Roman Empire.

Way up in Pope Alexander the Fourth's time (the days of Lucretia Borgia) when Bishoprics were for sale and the member hats were forgotten, the Holy Roman Empire failed.

So there is plenty of history and example, even the full tech was not even developed. You can see the dim counterparts of org boards and hats weaving their way through all man's yesterdays.

The history of the world is not written by wars and violence. It is written against an unseen background of beneficial products, org board, hats and programs.

The fantastic administrative skill of Arthur Wellesley the Duke of Wellington and the rigid org bd of Nicholas of Russia defeated Napoleon whose only skills were military genius and personal leadership and luck.

So when the head of something does not know about org bds and hats and programs he can single-hand things perhaps into temporary power but will wear himself out with cope and soon decline.

One can't just run things. One has to put something there and the something is a desirable product, and org bd hats and programs and see they are grooved in properly.

And looking over history the most valuable product of an executive is holding the form of his org and providing his staff members with hats and programs well grooved in.

It takes so much more time and effort to build up an org in terms of org bd and hats and get it to hold its form that one might not at once see its benefit. Trying to get a result without also building an organization inevitably winds up in single-handing, coping, overwhelm and eventual defeat.

The right answer is single-hand while you train up your people.

For one will wind up single-handing any post he has not org bded and hatted and programmed.

And that is true of even a junior member of a staff. If HE doesn't hammer away to get in org bds and hats and sequences and programs HE will wind up single-handing all his section-while they stand around making life miserable with inefficiency, goofs and flubs and obvious counter-effort.

It isn't labor against management or the people against government. One or the other or both aren't on org bds and aren't wearing their hats.

And in an interdependent society or a complex activity the final result of no org bd, no hats, no programs known is chaos. And very unpleasant chaos as well.

L. RON HUBBARD
Founder

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 OCTOBER 1970

Remimeo Executives

Org Series 8

ORGANIZING AND PRODUCT

Disorganization gives a poor product.

Organization (providing tech exists to make the product) will produce a good product.

If a product is poor or spotty one must

(a) Organize

(b) Make the tech available and known.

You can literally have mobs of people working and excellent production tech and get a horrible product.

The missing ingredient is organization.

Organization consists of a real and functional org board, hats consisting of checksheets, packs and manuals and training of this material.

The most used Org Bd is the "Hey You! Org Bd". In other words just tag anyone to do anything.

This guarantees bad production and a lousy product.

One can have an Org Bd that isn't real and get a "Hey You! Org Bd".

Or one can have a good Org Bd that isn't known and get a "Hey You! Org Bd" in actual practice.

A whole org can be Org Bded and hatted and trained and yet shatter when an untrained senior turns it into a "Hey You! Org Bd". This is easily the commonest cause of org collapse.

LOSING AN ORG BD

When an Org Bd leaves out known vital functions these tend to wrap around the neck of the In Charge as unknown items of irritation.

The commonest fault in re-drawing an Org Bd is throwing the old one away and without looking at or getting a full inspection of the actual functions being done, dreaming up a brand new board. This produces a delusory situation. It is in fact a disassociation of the real work and the Org Bd delusion.

MINIMUM FUNCTION

A post tends to dwindle down to the "irreducible minimum function".

A mail clerk will distribute mail as that is visible to others. Logging it is less visible. Properly sorting it is less visible.

If "Receiving, Logging, Sorting and Distributing" are left off the Org Bd and

"Mail Distribution" is **all that** is left on it, the other functions tend to vanish and the post slides to "irreducible minimum" of just grabbing and slinging out mail.

A galley Org Bd can be deficient and carry only "Food", or "Cook"; you'll get "food" and that's all. It will possibly be very lousy food as the Org Bd is down to an irreducible minimum. Says "food" so they just sling out food any old way of any old kind. Bad product. The answer is to organize it. What are the steps in sequence that it takes to get good food served and the place cleaned up? If they are all on the Org Bd as functions you have the SEQUENCE of actions expressed as functions which can be posted and delegated as duties.

OUT SEQUENCE and OMITTED HATS are the commonest fault in programs and Org Boards. (See Data Series.)

One person may have 35 separate hats.

If so he needs 35 Hat Folders, Checksheets and Packs and 35 baskets or compartments for the flows.

Further, the hats must be in sequence of flow where they relate to one type of particle.

35 Hats is large but many an executive unknowingly wears more. And the ones he doesn't see are his areas of upset.

The smaller the number of people in an activity, the more hats each has.

One girl holding down seven branches of an office finally got untangled just by having seven baskets, one for each branch, and working a stated time on each one each day. She sorted the inflow into the baskets by branches and then did them in rotation that made an Org Bd of the baskets. She suddenly got production where she had had just despair and chaos.

SUMMARY

To improve an existing product, ORGANIZE.

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Org Series 9

ORGANIZING AND HATS

"Org Bd" is actually an abbreviation not for an organization (noun) board but an organizing (verb) board.

The org bd shows the pattern of organizing to obtain a product.

A board then is a flow chart of consecutive products brought about by terminals in series.

We see these terminals as "posts" or positions.

Each one of these is a hat.

There is a flow along these hats.

The result of the whole board is a product.

The product of each hat on the board adds up to the total product.

WORKING IT OUT

When asked to work out an Org Bd (or when the board there is doesn't work) one might think the task very difficult.

In studying this subject so as to be able to communicate it, I made several small breakthroughs in the subject itself.

Several questions on this can be very easily answered now.

Does an org bd have any value?

Yes. Without an org bd there is no group product, there is only a mob.

Yes. When there is no org bd there is much greater effort involved in getting anything done.

Yes. The waste of people involved in no org bd and the loss of product justify any amount of effort to work out, make known and use a proper org bd.

Man instinctively uses an org bd and protests the lack of one. The rawest recruit walking aboard a ship assumes the existence of an org bd, if not a posted one, at least a known one. He assumes there will be somebody in charge and that different activities will be under different people. When there is no known org bd he protests. He also feels insecure as he doesn't know where he fits into this organization.

Almost all revolts are manned by people who have been excluded out and are not on the country's org bd. This is so true that the ridiculous circumstance recently occurred in the U.S. . The president found he had "professional relief receivers". Certain people had assumed the status of "government dependent" and were giving this as their profession. It was of course a post of sorts. And because it wasn't admitted as a post by the government there were some riots.

The effort to belong or to be part of is expressed by an org bd. A person with no post is quite miserable. A person with an unreal post feels like a fraud or a mistake.

Morale then is also considerably affected by the quality of an org bd or its absence.

The overall test for the group, however, is its viability. Viability depends on having an acceptable product. Groups which do not have an acceptable product are not likely to survive.

The volume and acceptability of a product depends in no small measure on a workable known org bd. This is true even of an individual product.

An individual or small group, to get anywhere at all, requires a very exact org bd. The oddity is that the smaller the group the more vital the org bd. Yet individuals and small groups are the least likely to have one. Large groups disintegrate in the absence of an org bd and go non-viable in the presence of a poor one.

The quality of a product, usually blamed on individual skill only, depends to an enormous extent upon the org board. For example, one disorganized mob that was trying to make a certain product were worked to death, harassed, angry at one another and had a wholly unacceptable product at about twice the usual cost; when organized to the degree of a third, still without proper schedules, still largely untrained, they began to turn out an acceptable product at about half the effort-so even *some* organization worked.

The product volume and quality depends utterly and totally upon the org board and hats and their use. You can train individuals endlessly but unless they are operating on a workable org bd they will still have a poor or small volume product.

The traditional reliance of British Intelligence on star agents instead of organization cost them (along with misused PR) their empire.

Lack of a known and real org bd can spell failure. And lack of knowledge of the *subject* of organization has to be substituted for by pure genius at every point.

Thus to make anything at all, to improve any product, sustain morale and distribute work equitably and make it count, one has to have a real and a known org bd.

So how do you make one?

HATS

An org bd is made up of hats.

The definition of a hat is the "beingness and doingness that attains a product".

Let us take a train:

The engineer wearing his engineer hat has the title of engineer. That's the beingness.

He accepts orders, watches signals and general conditions, operates levers and valves to regulate the operation of his engine and to start change and stop. That's the doingness.

He safely and on schedule moves the train passengers and/or freight from one location to another. A moved train and load is the product.

So how do we find out there is a hat called engineer?

As people are continually accepting or viewing already existing posts, when you ask them to dream up an org bd they at first may not realize that you are asking them to *invent* the correct posts.

They don't have to invent "engineer". Everybody knows "an engineer runs a train"-

So if you didn't know this? You'd have to figure it out.

One would do it this way. One would have to think along these lines.

The idea comes about because of a concept that people and goods have to be moved over distances on land. Or that a new area building up has to have transport of people and goods from and to it.

Ah. This will be viable in an economic framework because people will pay to be moved and pay for their goods to be moved.

Trains do this.

So let's use trains.

Arranging finance (or by prepayment) and obtaining a franchise for a right of way, track is laid, rolling stock and stations and roundhouses are built.

Now it emerges that somebody has to drive the train. So somebody had better be hired to drive the train.

So there comes into view the *post* of Engineer.

How do we know this? Because we have to have a *product* of moved people and goods. That was what we were trying to do in the first place.

Therefore, the Engineer Hat.

So supposing now we did not have any org bd at all.

The engineer hat would be the only hat. So he collects fares, runs stations, fixes his engine, buys fuel, loads the cars, sells stock

Wait a minute. If the engineer did all that the following would happen:

- 1 . He would be exhausted.
2. His temper would be bad.
3. He would have machinery breakdowns.
4. He might have wrecks.
5. The railroad property otherwise unhandled would disintegrate.
6. He would have a low volume of product.
7. His product would be uneven and bad as he could maintain no schedule.
8. There would shortly be no railroad.

Now let's go wog and "solve" this.

Let's appoint a person for each station and say "There we are!"

Well, it would still be a mess.

So let's hire more engineers and more station agents and more engineers and more station agentsand wind up with a confused mess, a huge payroll and a lousy product. That's how governments do it. And it is notable that current governments have no product but disaster.

No, we have to solve this in quite another way.

We do not get anywhere and we will not get a sensible org bd and nothing will work or be viable unless WE COUNT THE PRODUCTS CORRECTLY AND DEVELOP HATS TO ATTAIN THEM.

When we have done this we can arrange the hats on an org bd so there is a flow and command channels and communication channels and we've got an org bd.

You cannot work out an org bd until you have counted products!

As volume increases you estimate the products before the final product and hat those.

Quality of final product depends on a real org bd and hats, both complete, real and trained in and the functions DONE.

Let us see now how you break down a final product into the products which, put together comprise it.

We have the final product of a railroad-viably moved loads. How many lesser products go into the big product?

There is a matter of machinery here. Any machine has 2 products (a) the machine itself in good operating condition (b) the product of the machine. A repairman and machine shop man and a roundhouse keeper each has a product under (a). That is just for the machine, the engine.

Under (b) we have what the machine itself produces (hailed trains in the case of an engine).

Here we have then 2 major products-and these break down into lesser products, earlier in sequence to the final product.

There is even an earlier product to these-bought engines. And an earlier product to that-finance for equipment.

As for the load itself, a delivered load, accepted by a consignee at the end, as you back up the sequence you will find a product-stored freight. And before that-unloaded freight. And before that-moved freight. And before that-loaded freight. And before that-freight assembled for shipment. And before that-freight contracts procured. And before that-advertising placed in public view. And before that-surveys of public freight requirement. And before that-survey for activities requiring freight service.

Each one of these products is a hat.

Surveying this again we see there's no charges or money involved so no economic viability. Thus we have a product, money made. This has earlier hats of course. The bewilderment of some people (and a lot of executives) who gape at a no-dough situation is laughable. They aren't product-minded. They think money falls into a company's lap or out of a TV set. They can't think the product-sequence necessary to obtain money. So they go broke and starve. There are always a lot of prior products to the product MONEY. Fixated people just fixate on money itself, have no product sequence and so go broke or are poor.

Someone has to have a desirable product that is sold for more than it cost to produce and have to sell it and deliver it to have money. Money even makes money. And even a pool of money has to have a product sequence or it vanishes.

Even in socialism or communism the how does it support itself question must be understood, answered, its product sequence identified, org boarded and hatted. In such a moneyless society the org boarding has to be much tighter as money adds flexibility and lack of it as a working factor makes problems that are hard to solve.

ORGANIZING

In order to organize something one only has to

1. Establish what is the final product.
2. Work backwards in sequence to establish the earlier products necessary to make each next product and which all in a row add up to the final product.
3. Post it in terms of vertical greater and greater completeness of product to get command channels.
4. Adjust it for flows.
5. Assign its comm sequence.
6. Work out the doing resulting in each product. Write these as functions and actions with all skills included.
7. Name these as posts.
8. Post it.
9. Drill it to get it known.
10. Assemble and issue the hats.
11. Get these known.
12. Get the functions done so that the products occur.

This is what is called "organizing".

As a comment, because railroads *didn't* fully organize their viability decayed and they ceased to be so used.

Railroads think it's the government or airplane rivalry or many other things. It isn't. They had too many missing hats, were actually too disorganized to keep pace with the society's demands, ceased to fully deliver and declined. In fact there has never been a greater need of railroads than today. Yet, disorganized, badly org boarded and hatted, they do not furnish the service they should and so are opposed, government regulated, Union hammered and caved in.

To have a quality product, organize!

To raise morale, organize!

To survive, organize!

L. RON HUBBARD
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HCO POLICY LETTER OF 29 OCTOBER 1970

Remimeo Exec Hats

Org Series 10

THE ANALYSIS OF ORGANIZATION BY PRODUCT

The different products involved in production are:

- 1 . Establishing something that produces. (Product 1)
2. Operating that which produces in order to obtain a product. (Product 2)
3. Repairing or correcting that which produces. (Product 3)
4. Repairing or correcting that which is produced. (Product 4)

Example: A typewriter is manufactured and located on a desk. This is establishing something that produces as in (1). A typist operates or runs the typewriter which thus produces typed sheets, stencils, etc which are the product produced. This satisfies (2) above. The typewriter from various causes eventually requires repair in order to continue to produce. This satisfies (3). The correction of things typed would satisfy (4).

These are the four basic PRODUCTS involved in production.

Thus there are really four basic products necessary to a production activity. These are:

- I . The established machine.
2. The machine's product.
3. The corrected machine.
4. The corrected product.

That makes a minimum of 4 products for any production cycle.

Three major factors govern every product. These are:

- A. Quantity
- B. Quality
- C. Viability

Quantity would be an acceptable, expected or useful volume.

Quality would be the degree of perfection of a product.

Viability would be the longevity, usefulness and desirability of the product.

As each product in the four listed above has *three factors* in each product, there are then 12 major points (4 x 3) regulating production.

Product I - Establishing the typewriter, contains:

- G) The quantity of typewriters established.
- (ii) The quality of the typewriters established.
- (iii) The viability of the typewriters established.

Product 2 - The product of the typewriter (typed things) also has three:

- (iv) The quantity of the typed things.
- (v) The quality of the typed things.
- (vi) The viability of the typed things.

Product 3 - The repair of the typewriter itself also has three factors:

- (vii) The quantity (amount) of the repair.
- (viii) The quality of the repair.
- (ix) The viability of the repair.

Product 4 - The correction of the thing produced.

- (x) The quantity (amount) of the corrected product.
- (xi) The quality of the corrected product.
- (xii) The viability of the corrected product.

Thus to get a product "typed things" there are actually 12 separate factors.

This applies to all machinery. For instance there is the generator that produces and there is the thing (electricity) produced by the generator. There is the repaired generator. And there is the corrected electricity (such as reducing its voltage or converting it).

Now if you did not know that you were handling 12 factors in producing electricity the tendency would be to "just run the generator" and ignore the actual factors governing production.

The results of this would be total operation only. The generator would soon go to pieces. The electricity furnished would vary all over the place and blow out other equipment. There would be no funds to repair or replace the generator when it broke down. By paying little attention to products (as the wog world often does) or by shifting their importances -giving total importance to running it-there would soon be no viability at all. The end result would be 2 wrong products-scrap metal that was once a generator and no electricity.

Now, surprise, surprise! An organization composed of people is influenced by these same things!

Org Product I is putting it there.

Org Product 2 is what the org produces.

Org Product 3 is the repair of the org.

Org Product 4 is the correction of the org's product.

If we do not know these products and factors exist, continual mistakes can be made just as bad as just running a generator. Instead of the desired final product which is offered and sold and delivered, we get scrap paper and insolvency.

To establish an org one has to put one there. This requires a desirable and economic product of the org envisioned, the technology of making the final product, the technology of making and handling the org, the procurement of a location, recruitment, an org bd, hats, and training and the equipment and materiel needed to produce the final product and the obtaining of the raw materiel to make the final product. Thus established, it must be done so that:

The amount of org is created proportionate to its final product demand.

- Gi) The quality of the org itself-shabby, posh, active or lazy, etc.
- (iii) The viability of the org (how long will it last economically, how long will it expand, does income exceed out-go, etc).

The Product of the org itself is regulated by:

- (iv) The quantity of product produced (which must be of sufficient volume to satisfy demand).
- (v) The quality of the org's product or products, (which must be adequate to satisfy those requiring and paying for the production).
- (vi) The viability of the org's product (how long does it last and is it adequate for its value).

The Repair of the org itself must be:

- (vii) The quantity or amount of repair necessary to make the org functional (which may amount to simply giving it a new letterhead or rebuilding the whole place, nearly the establishing product again).
- (viii) The quality or expertness of the repair, (a bad one could destroy the place).
- (ix) The viability of the repair (if the right WHY is handled the repair as a product will last a long time and if a wrong reason for decline is handled the place will just cave in again).

The correction of the org's product to obtain a uniformly satisfactory product:

- (x) The quantity (proportion) of the org's product that has to be corrected (which might require, if too high, the repair of some part of the org itself).
- (xi) The quality of the correction (expert and can be afforded and itself non-destructive).
- (xii) The viability of the product corrected. (Will it last and be nearly as good as the better produced product?)

All these factors must be consulted.

ANALYSIS

If one understands these factors and realizes they are all present in running an egg beater or the world's biggest oil company, one will not be groping around in rags.

A checklist of the 12 factors influencing the 4 major products can be made up and each point as it relates to an org can be studied about a particular org.

One has here the basics. From these there can arise a near infinity of lesser items.

When one does not know these basics one flounders endlessly while attempting to handle a post, a portion of an org or the whole org. One gets into a frantic correct the errors and out-points or goes into apathy as he has no guidelines.

However, using these basics, one can easily check them off and so see what he has to do to more closely approach the ideal.

In Dianetics and Scientology, for example, the final pc product of Flag auditors trained on the same HCOBs as field auditors, on *rougher pcs*, is infinitely better than the pc-product elsewhere. This is a puzzle. The clue is not in auditing at all. It lies in an earlier product -training. A Class VI or a Class VIII auditor on Flag was trained (a) more rapidly (amounting to as little as 1/6th of the time in an org) and (b) more honestly and (c) the Flag auditor is expertly corrected as a product when he begins to audit until the auditing product is perfect. The training (quantity, and lasting quality) on the course is better and the training extends to training on post until the auditor's product (the auditing of the pc and the pc) need little or no product correction. The equivalent used to be required HGC training-on post training-for a staff auditor to become a staff auditor. In no org did auditors go fresh from school into auditing with no further training. This went out in some orgs. The product "corrected auditor" became a missing product. Thus Flag auditing produces a better product as that product-corrected auditor-exists on Flag.

This is given to show the use of the product factors.

Where any of these products or factors are missing, the viability of the whole is shaken. By using them the whole becomes viable.

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HCO POLICY LETTER OF 1 NOVEMBER 1970

Remimeo

Org Series 11

ORGANIZATION & MORALE

Morale is a large factor in organizing.

An executive is utterly dependent upon the willingness of those who work for him. (*How to Live Though an Executive.*)

Willingness, while it is also a factor in morale is also a manifestation of morale.

Morale, the tone of a group, is the Target of "do-gooders", the "one worlders", the labor agitator, the Commie agent, the local minister and a general mixed company of often well-meaning but nevertheless deadly people.

"You poor fellow. They treat you so badly we will take up this great injustice workers should have everything free Communist Imperialist aggressors against poor working people. . . . You poor fellow, God will make you welcome in his Heaven from this earthly toil Kill the managers Down with law and order

Well, it all winds up in revolution eventually and mounds of dead workers and a few dead managers.

So let's look this over.

If you can do something about an ill situation you do. If you can be effective you can at least make the situation easier. If you can't do that you can sympathize.

Sympathy with the abused apparently not only does no good but winds up in revolt!

How?

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?

The UN says "Every worker, he got to have job, house, lotsa dough." Worker says "Who? Me?" "Yes you poor down-trodden sod." And the UN says "United States. You rich. You pay!" U.S. pitches out the Foreign Aid. The countries take the dough and revolt and elect a military junta that chops off heads every hour on the hour.

The one-world do-gooders in the U.S. say "U.S., you pay poor fired workers!" U.S. puts out sixty-three billions. You can't walk down a street. Riot and Insurrection.

Why?

Sympathy. But not one brain cell worth of organization.

People want to be part of things, part of life.

If the clod heads that pass for modern politicians had the ability to organize and handle an economy (in big countries or small) people could easily be part of things and build the place up. It is in fact a highly skilled activity. And currently quite beyond the heads of nations. Or they wouldn't have unemployment, riots, inflation and future death.

Take Russia. (You take her, I don't want her.) She had half a century of growing revolt. The oatmeal brained Romanoffs spent their roubles on war and secret police. Up jumped Lenin, "You poor workers!" Revolt. Dead Czar. Dead Russia. Their it workers paradise" can't feed itself. The Czars were supremely awful. Their Commissars weren't even that good. One secret policeman per worker was about the ratio in Stalin's day.

Let's be practical. Who is going to build this UN house for the poor worker? Who is going to pay the billions except the worker?

And if, as we so glaringly see, the end product of all this "poor worker" is riot and civil commotion, insurrection and piles of dead workers then mightn't there be something a bit awry with its morale value?

Sympathy is a morale depressant. And knowingly or not, a morale destroyer.

If the person who sympathized was good enough to do something about it he would.

There's nothing at all wrong with righting evil conditions. Far from it,

But if you want to better things KNOW HOW TO ORGANIZE.

Don't just stir up a revolt that will get workers machine gunned.

If the chronic moaner knew how to throw together an organizing board and groove in the lines, as part of the state or the opposition he could certainly change things for the better.

Organizing is the know-how of changing things.

Good morale is the product of good organization!

If you organize something well and efficiently you will have good morale. You will also have improved conditions.

Wherever morale is bad, organize!

A very careful survey of people shows that their basic protests are against lack of organization. "It doesn't run right!" is the reason they protest things.

Inequalities of work load, rewards unearned, no havingness, these are some of the things that are snarled about.

They are cured by organizing things.

Russia Siberiaed or shot all her managers, thinking managers and capitalists were the same thing. Then she couldn't feed her people.

And you can't even discuss morale as a subject when a country has to be held together with barbed wire frontiers to hold in its own secret policed people!

The only thing I really have against Communists is that they know how to make a revolt but not how to make a country.

And the only thing I have against the Capitalist do-gooder is that all the corn and games in the world will not make a viable country.

Neither system winds up in happiness or high morale.

The physical universe is no rose bed. But it can be confronted and can be lived in by a group.

Whenever you see bad morale, behind it you will see chaotic disorganization.

A nation or an org follow the same laws.

Disorganization from any cause deprives people of wanted beingness, doingness and havingness.

When you deprive people of those things you're going to have pretty awful morale.

And only organization and very good organization will bring about beingness, doingness and havingness.

All three factors must be served. And purpose and reason must exist.

A bum with a handout sandwich is a bum with a handout sandwich. You can't change anyone upward with sympathy. It is a witch's weapon, a devil's curse. But you can change someone upward with organization.

Bad organization = bad morale.

Good organization equals good morale.

And good organization is something worked on by a group, not ordered under pain of death.

The only tops that get blown when effective organization starts going in are those who don't want others to have things and take delight in suppression-in other words good organization is only opposed by those who have reason to fear others. For in organization lies the secret of a group's strength.

A small group thoroughly organized can conquer the disorganized billions. And have excellent morale while they're doing it!

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Founder

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Issue 11
Corrected and reissued 7 Nov 70

Org Series 12

THE THEORY OF SCIENTOLOGY ORGANIZATIONS

This "HCO Bulletin" 21 Sept 58 explains how a Scientology organization differs from "the industrial ideal".

The industrial idea of organization is a cog wheel type organization with each member of it totally fixed on post, doing only exact duties, with all cog wheels intending to mesh. The industrial idea does not differentiate between a *machine* and a human or live organization.

The product laws (Products 1, 2, 3 and 4 as given in the Org Series) apply to both a live organization and a machine organization and any organization. Since a live and a machine organization hold these laws in common, the industrialist confuses the live organization and the machine organization.

HCO P/L 29 October 70, Org Series No. 10 "The Analysis of Organization by Product" also carries a mention of this difference between a live and a machine organization.

As the industrial idea has already been mentioned in this Org Series, and as this Org Series mainly applies to live (not machine) organizations, and as people tend to fall into a machine organization pattern (and also to use a live organization to *not* know their own speciality best) this earlier issue on live organization is published in full:

HUBBARD COMMUNICATIONS OFFICE
LONDON (Issued at Washington)

FOR ALL STAFF MEMBER HATS

HCO BULLETIN OF SEPTEMBER 21, 1958

THEORY OF SCIENTOLOGY ORGANIZATIONS

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

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

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

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

Routes of handling are not orders to handle but directions to go. A route is not necessarily correct for all cases. It is only correct for most cases. Robots can't handle livingness. Robot organizations and robot civilizations fail. They only *seem* to work-like the commie empire *seems* to work until you find out everyone is starving to death in it. A *perfect* organization is not a machine but a pattern of agreements. A route is only the *agreed upon* procedure. It is not only occasionally broken, it

now and then should be. The terminals involved make the agreement or the route doesn't work. A route along terminals that never agreed is no route but a labyrinth. People agree to postulates they can understand and appreciate. Hence, a route and handling begins with a particle, develops with a theory, comes to life with an agreement and continues to work because of judgment and decision.

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

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

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

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

What is Your Job?

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

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

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

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

The only real error you can make in handling another's particles is to fail to tell him by verbal or written comm exactly what you did. You stole his hat for a moment. Well, always give it back.

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

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

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

How to Hold Your Job

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

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

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

HELP PEOPLE!

ANSWER PEOPLE'S QUESTIONS EXACTLY!

When you don't you let everybody down.

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

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

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

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

The Dispatch System

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

Except when you've got to have speed, *never* use an inter-office phone to another terminal. And never write a dispatch and present it and you at some other point at the same time. That's "off-line" just as a phone is "off-line". A good use of the organization's lines reduces confusion. The other guy is busy, too. Why interrupt him or her unnecessarily with routine that should go on the lines? You'll usually get an answer in the same day or at least in 24 hours. The organization's comm lines are pretty good. They make it possible for this small handful of us to get more things done in this society than any other organization on Earth in terms of actual accomplishment.

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

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

In Summary

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

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

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

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

So we're using that chance.

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

L. RON HUBBARD rs:29.9.58 all staff members field offices

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 13 NOVEMBER 1970

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Org Series 13

PLANNING BY PRODUCT

One of the cycles or correct sequences of action is

BE - DO - HAVE

This sequence is often altered in orgs and even in individuals. Be is first in the physical universe, Do is second, Have is third.

By getting it out of sequence a considerable confusion can be generated.

A lot of riddles of human behaviour can be solved by realizing this goes out of sequence or gets omissions.

The Spanish peasant and the Spanish officials go to war at the drop of a straw. Their history is jammed with revolts. The peasant knows that if he is a peasant (be) and does his work (do) he should have. The Spanish official is stuck in BE. He *has so* he can *be* and he doesn't have to *do* anything. Also a degree or title in Spain is a BE and there is no *do*. So there is no *have* unless it comes from the peasant. The two altered cycles collide.

Juvenile delinquency and shattered lives in the West stem directly from corruptions of this cycle.

Children in the West are commonly asked "What are you going to BE when you grow up?" It is a silly question and can drive any child up the wall. Because it's the wrong question-hits the wrong end of the cycle. He can't work out his personal org bd easily.

He is also asked "What are you going to DO in life?" That's just as bad. It is quite difficult to answer.

You have to do an org bd backwards-establish the product (have), find out what to *do* to achieve it and only then really can you accurately discover what one has to BE to accomplish this.

A lot of people and businesses fail because they don't do this. A beingness taken first all too often winds up in a doingness without any havingness resulting.

If we asked children, "What do you want to PRODUCE in life?" we could probably get a workable answer. From *that* he could figure out what he'd have to do to produce that and from that he could know what he had to BE. Then, with a little cooperation he would be able to lead a happy and valuable life.

Concentrating on BE, one finds him ready to BE all right but then he stands around the next 50 years waiting for his havingness to fall out of the sky or slide to him via a welfare state.

The above data, missing in society, contributes to juvenile delinquency, crime, the welfare state and a dying civilization.

It is a wrong personal org bd to BE only.

So it is with an activity or company.

What is the desired product that will also be desired by others? is the first question one asks in organizing. It must be answered before one can adjust or arrange finance or any org bd.

Then one asks what has to be *done* to produce that? And there may be a lot of dones figured out and put in sequence.

Now one can work on BE.

Thus you would have the basic ingredients of an org bd.

Here is a common altered cycle:

Mr. A has a Truck-HAVE. He tries to figure out what to DO with it. He works it around to try to make money. He would usually go broke. As he supposes he already has a product-a truck, and he needs a product- "money", he rarely backs it up to a BE.

Some people's "think" gets all involved in altered sequences or omissions of the BE - DO - HAVE cycle.

An activity has several final products. All of them must be worked out and considered. Then one can work out the sequence of DOs (each with a product) in order to accomplish the final products. Only then can one work out the BE.

By omission or fixations on one of these points a person or an org can fail or perhaps never even get started.

Fixation on DO without any product in view leads to bored wandering through life.

Mothers even know this one. "Mama, what shall I do?" is a long drawn refrain. Smart mamas often say "make a cake" or "make mud pies" or "make a house". Dumb ones say "go and play and stop bothering me!"

Armies, with guard or death "products", get obsessed with DO to a point where officers and non-coms will state "get those men busy!" No product. Meaningless, often frantic and useless DO.

It could be said that any developed traffic (Dev-T) comes from people who have no product.

Immense bureaucracies can build up where there are no realized or stated products.

Target policies and practice are successful because they state the desired product.

Unless one organizes from the final product the organization can get unreal and useless.

Even Russia could learn this one. Their "workers" are all trying to get to the university where they can BE. The Russian government was recently pleading with young people to become workers. But of course that's just another BE that implies DO. Russia has yet to realize her product was and is revolution. It's no wonder their main problem is how to feed and clothe and house their people.

Unless an org or a person knows exactly what the final product is for the org or a post, there'll be a lot of busyness but not very much havingness for anyone.

The answer is to figure out the final product and work back through the do of sub-projects and you will then materialize a real org, a real beingness.

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HCO POLICY LETTER OF 14 NOVEMBER 1970

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Org Series 14

THE PRODUCT AS AN OVERT ACT

When a product is non-existent or bad it can be classified as an overt act against both the org and any customer.

You can estimate what the existing scene of a post really is by looking at its product.

When a flubby product is observed, you can at once approximate the existing scene.

The time it takes to achieve the product is also an estimation. A long time to achieve a small flubby product gives one a good idea of the existing scene.

This also estimates the amount of "noise" in an area.

Example: Post X is supposed to sort ruddy rods. There are no sorted ruddy rods ready. That's an omitted action. The post has to be ordered to sort ruddy rods. That's ordering someone to wear his hat which is altered sequence as he should have been wearing it already. The post must be a false terminal as it isn't wearing its hat. The product so far is no sorted ruddy rods. You order them sorted. You get bent tangled ruddy rods furnished after a long time period filled with Dev-T. Estimate of existing scene-psychotic and an awful long way from any Ideal Scene. Actual quality of product-an overt act.

When several org members are furnishing a poor individual product, the org becomes difficult to handle as the person in charge is operating as correction not as establishment and org product.

Wherever an org's product is low in quantity and quality one must recognize that it contains several members who unconsciously furnish overt acts in the guise of post products and begin to straighten things out accordingly.

The road to sanity for such a person or org is a good grasp of organizing and products, making known the technology needed to produce a product, getting it properly done so that the person can then wear his hat.

If this still doesn't occur, personal processing is necessary as the personnel may well be dramatizing overt acts (harmful acts) by turning out a bad product.

The final product of an org is the combined products of all the members of that org directed to accomplish the final products of that org.

Stupidity, lack of a worked out org bd, lack of recognition of what the final org products should be, lack of training, lack of hats can produce poor final products. In an activity not doing well the poor final product or its lack of any product is the compound errors in sub-products. An org where the product is pretty bad or non-existent contains many elements -posts-in it which have as *their* individual "post products" not products at all but overt (harmful) acts.

Pride of workmanship is pride in one's own product.

Every post has some product. If the products of all posts in an activity are good and the product sequence is good then the final products of the org will be good.

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HCO POLICY LETTER OF 20 NOVEMBER 1970
CORRECTED & REISSUED 29 AUGUST 1974

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Personnel Series 12

Org Series 15

ORGANIZATION MISUNDERSTOODS

By Scientology Study Technology, understanding ceases on going past a misunderstood word or concept.

If a person reading a text comes to the word "Felix Domesticus" and doesn't know it simply means HOUSE CAT, the words which appear thereafter may become "meaningless", "uninteresting" and he may even become slightly unconscious, his awareness shutting down.

Example: "Wind the clock and put out the Felix Domesticus and then call Algernon and tell him to wake you at 10:00 am", read as an order by a person who didn't bother to find out that "Felix Domesticus" means "house cat" or "the variety of cat which has been domesticated" will not register that he is supposed to call Algernon, will feel dopey or annoyed and probably won't remember he's supposed to wake up at 10: 00 am.

In other words, when the person hit a misunderstood word, he ceased to understand and did not fully grasp or become aware of what followed after.

All this applies to a sentence, a book, a post or a whole organization.

Along the time track a crashing misunderstood will block off further ability to study or apply data. It will also block further understanding of an organization, its org board, an individual post or duties and such misunderstands can effectively prevent knowledge of or action on a post.

ALL THIS IS THE MOST COMMON CAUSE OF AN UNACCEPTABLE POST PRODUCT, OR NO PRODUCT AT ALL.

The difficulties of an organization in functioning or producing stem from this fact.

Personal aberration is the cause of products that are in fact overt acts.

Scientology technology today easily handles the personal aberration part of the problem, IF IT IS USED AND PROPERLY APPLIED. Leaving an org unaudited or being unable to figure out how to run a viable org; so that it can afford to audit its staff members is asking for post or org products that are overt acts.

Employing persons of the Leipzig, Germany death camp school (psychologists, psychiatrists) to handle personal aberration is like throwing ink in water to clean it up. Governments stupidly do this and wonder why their final product as an organization is riot, war and a polluted planet. The point is not how bad psychology and psychiatry are, but that one does have to *handle* personal aberration in an organization and these schools were too vicious and incompetent to do so.

Those who are personally very aberrated are not about to produce anything but an overt act. They are difficult to detect as they are being careful not to be detected. Things "just sort of go wrong" around them, resulting in a product that is in fact an overt act. But these constitute only about 10 or 20 percent of the population.

The remaining 80% or 90% where they are non-functional or bungling are so because they do not understand what it's all about. They have in effect gone on by a misunderstanding such as what the org is supposed to do or the admin tech they use on their posts or where they are or what their product is.

Earth organizations like governments or big monopolies get a very bad reputation because of these factors:

- I . Personal aberration of a few undetected and unhandled.
2. Inadequate or unreal basic education technology and facilities.
3. Inadequate or unknown organization technology.
4. Non-comprehension of the individual regarding the activities of which he is a part.
5. Non-comprehension of the basic words with which he is working.
6. Purposes of the post unclear.
7. Admin of the post not known or comprehended.
8. Technology in use not fully understood.
9. A lack of comprehension of products.

Out of these nine things one gets organizational troubles and the belief that it takes a genius to run one successfully. Yet all the genius in the world will fail eventually if the above nine things are not handled to some degree.

The common methods currently in use on the planet to handle these things are very crude and time consuming as the items themselves are either dimly comprehended or not known at all.

IA. Personal aberration is met by torture, drugs or death when it is detected. Yet only the very serious cases who are obviously screaming, muttering or unconscious are singled out whereas the dangerous ones are neither detected nor handled at all and become with ease generals or presidents or dictators, to say nothing of lesser fry. 10% to 20% of any organization is stark staring mad, doing the place in so adroitly that only their actual product betrays them.

2A. Basic education as well as higher general education has become a mass produced area crawling with bad texts and non-comprehension and used mainly by hostile elements to overturn the state or pervert the race and its ideals.

3A. Organizational technology is so primitive as to change national maps and leading companies many times a century, an extremely unstable scene for a planet.

4A. Very few individuals on the planet have any concept of the structure entities such as their country or state or company. Persons surveying the public in the US, pretending to advise acceptance of "new measures" already in the Constitution were

threatened for being revolutionaries. Hardly anyone knew the basic document of the nation's organization much less its rambling structure.

5A. The basic words of organization are glibly used but not generally comprehended, words like "company", "management", "policy". Vocabularies have to be increased before comprehension and communication occur and misunderstandings drop out.

6A. Post purposes are often glibly agreed with while something entirely different is done.

7A. Administrative actions involving posts are often only dimly comprehended and seldom well followed but in this matter of communication, despatches, etc the planet is not as deficient as in others except that these functions, being somewhat known can become an end-all-tons of despatches, no actual product. In some areas it is an obsession, an endless paper chain, that is looked on as a legitimate product even when it leads to no production.

8A. The planet's technology is on the surface very complex and sophisticated but is so bad in actual fact that experts do not give the planet and its populations 30 years before the smoke and fumes will have eaten up the air cover and left an oxygenless world. (The converters like trees and grass which change carbon dioxide to oxygen are inadequate to replace the oxygen and are additionally being killed by air impurities coming out of factories and cities.) If the technology destroys the base where it is done-in this case the planet-it is not adequate and may even be destructive technology.

9A. The whole idea of "product" is not in use except in commercial industry where one has to have a car that sells or a washing machine that actually washes.

THE HARD ROAD

It is against this primitive background that one is trying to run an organization.

If it were not for improvements made on each one of these points the task could be hopeless.

I have gone to some length to outline the lacks in order to show the points where one must concentrate in (a) putting an org together and (b) keeping it viable.

In these nine areas we are dealing with the heart of it in running orgs.

Enthusiasm is a vital ingredient. It soon goes dull when insufficient attention is paid to resolving and getting in these nine points.

Bluntly, if they are not gotten in and handled, the task of living and running a post or an org will become so confused that little or no production will occur and disasters will be frequent.

THE WORDS

The by no means complete list of words that have to be fully cleared and understood just to talk about organization as a subject, and to intelligently and happily work in an org EVEN AS ITS LOWEST EMPLOYEE is:

A Company A Board of Directors Top Management

Policy Management Programmes Targets Orders Technology Know-How Org Bd Post Hat Cope Purposes Organize Duties

- Checksheet
- Checklist
- Comm Channel
- Command Channel
- Relay Point
- Stable Terminal Double Hatted A Product Aberration VIABILITY

This is key vocabulary. One could draw up a whole dictionary for these things and no one studying it would be any wiser since it would become salted with other words of far less importance.

The way to do this list is sweat it out with a meter until one knows each can't mean anything else than what it does mean.

Out of a full understanding of what is implied by each, a brilliantly clean view is attained of the whole subject of organization, not as a fumble but as a crisp usable activity.

Unless one at least knows these words completely so that they can be used and applied they will not buffer off confusions that enter into the activity.

Glibness won't do. For behind these words is the full structure of an activity that will survive and when the words aren't understood the rest can become foggy.

We do know all these needful things. We must communicate them and use them successfully.

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[Note: The 29 August '74 reissue corrected the word *test* to *text* in the second paragraph on page 301.1

Org SeHes 16

POLICY & ORDERS

Probably the greatest single confusion that can exist in the subject of Organizing is the reversal of "policy" and "orders".

When definitions of these two things are not clearly understood they can be identified as the same thing or even reversed.

When they are not understood plainly then staff members set their own policy and demand orders from top management, totally reversing the roles.

Confusion thus generated can be so great as to make an organization unmanageable. It becomes impossible for staff to do its job and management cannot wear its hat.

People in an organization obsessively demand orders from policy source and then act on their own policy. This exactly reverses matters and can be a continual cause of disorganization.

As policy is the basis of group agreement, unknown policy or policy set by the wrong source leads to disagreement and discord.

Demanding or looking for orders from policy source and accepting policy from unauthorized sources of course turns the whole organization upside down. The bottom of the org board becomes the top of the org bd. And the top is forced to act at lower levels (order issue) which pulls it down the org bd.

But this is not strange as we are dealing here with principles rather new in the field of organization, principles which have not been crisply stated. THERE IS NO EXACT ENGLISH WORD for either of these two functions.

POLICY as a word has many definitions in current dictionaries amongst which only one is partially correct: "A definite course or method of action to guide and determine future decisions." It is also "prudence or wisdom" "a course of action" and a lot of other things according to the dictionary. It even is said to be laid down at the top.

Therefore the word has so many other meanings that the language itself has become confused.

Yet, regardless of dictionary fog, the word means an exact thing in the specialized field of management and organization.

POLICY MEANS THE PRINCIPLE EVOLVED AND ISSUED BY TOP MANAGEMENT FOR A SPECIFIC ACTIVITY TO GUIDE PLANNING AND PROGRAMMING AND AUTHORIZE THE ISSUANCE OF PROJECTS BY EXECUTIVES WHICH IN TURN PERMIT THE ISSUANCE AND ENFORCEMENT OF ORDERS THAT DIRECT THE ACTIVITY OF PERSONNEL IN ACHIEVING PRODUCTION AND VIABILITY.

POLICY is therefore a principle by which the conduct of affairs can be guided.

A policy exists or should exist, for each broad field or activity in which an organization is involved.

Example: The company has a lunchroom for its employees. Top policy concerning it might be "To provide the employees cheaply with good food and clean fast service." From this the lunchroom manager could plan up and program how he was going to do this. With these approved they form the basis of the orders he issues.

Now let us say the manager of the lunchroom did not know organization and that he did not try to get a policy set or find if there was one and made up his own policy and planned and programmed and issued his orders on that. Only the policy *he* makes up is "To make dough for the company."

Now the wild melee begins.

Top management (the lunchroom manager's highest boss) sees stenos eating cold lunches brought from home at their desks. And begins to investigate. How come? Stenos then say "We find it cheaper to eat our own lunches." Top management finds coffee in the lunchroom is terrible and costs several shillings. Dried out sandwiches cost a fortune. There is no place to sit etc. So top management issues *orders* (not policy). "Feed that staff!" But nothing happens because the lunchroom manager can't and still "make dough for the company". Top management issues more *orders*. The lunchroom manager thinks they must be crazy at board level. How can you make dough and still feed the whole staff? And top management thinks the lunchroom manager is crazy or a crook.

Now you multiply this several times over in an organization and you get bad feeling, tension and chaos.

Let us say top management had issued policy: "Establish and run a lunchroom to provide the employees cheaply with good food and clean fast service." But the lunchroom manager hired knew nothing of organization, heard it, didn't realize what policy was and classified it as a "good idea". Idealistic, probably issued for PR with employees. "But as an experienced lunchroom man I know what they really want. So we'll make a lot of dough for the company!"

He thereafter bases all his orders on this principle. He buys lousy food cheap, reduces quality, increase prices, cuts down cost by no hiring and does make money. But the company gets its income from happy customers who are handled by happy staff members. So the lunchroom manager effectively reduces the real company income by failing to cater to staff morale as was intended.

UNPREDICTABLE

It is a complete fact that no top management can predict WHAT policy will be set by its juniors.

The curse of this is that Top Management depends on "common sense" and grants greater knowledge of affairs to others at times than is justified. "Of course anybody would know that the paper knives we make are supposed to cut paper." But the plant manager operates on the policy that the plant is supposed to provide employment for the village. You can imagine the squabble when the paper knives which do NOT cut paper fail to sell and a threatened layoff occurs.

Nearly all labor-management hurricanes blow up over this fact of ignorance of policy. It is not actually a knowing conflict over different policies. It's a conflict occurring on the unknown basis of unknown or unset policy of top management and the setting of policy at an unauthorized level.

ORDERS

"Order" takes up two small print columns of the two ton dictionaries.

The simple definition is:

AN ORDER IS THE DIRECTION OR COMMAND ISSUED BY AN AUTHORIZED PERSON TO A PERSON OR GROUP WITHIN THE SPHERE OF THE AUTHORIZED PERSON'S AUTHORITY.

By implication an **ORDER** goes from a senior to juniors.

Those persons who do not conceive of an organization larger than a few people tend to lump all seniors into order-issuers, tend to lump anything such a senior says into the category of order and tend to lump all juniors into order receivers.

This is a simple way of life, one must say.

Actually it makes all seniors bosses or sergeants and all juniors into workers or privates. It is a very simple arrangement. It does not in any way stretch the imagination or sprain any mental muscles.

Unfortunately such an organized arrangement holds good for the metal section of the shop or a platoon or squad. It fails to take into account more sophisticated or more complex organizations. And it unfortunately requires a more complex organization to get anything done.

Where one has squad mentality in a plant or firm, one easily gets all manner of conflict.

Few shop foremen or sergeants or Chief Clerks ever waste any time in trying to tell the "rank and file" what the policy is. "Ours was not to reason why" was the death song of the Light Brigade. And also the open door to Communism.

Communism is unlikely to produce a good society because it is based on squad mentality. Capitalism has declined not because it was fought but because it could not cope with squad mentality. The policies of both are insufficiently embracive of the needs of the planet to achieve total acceptability.

An order can be issued solely and only because its issuer has in some fashion attained the right to issue the instruction and to expect compliance.

The officer, the Chief Clerk, the shop steward, the sergeant, each one has a license, a warrant, a "fiat" from a higher authority which entitles him to issue an *order* to those who are answerable to him.

So where does this authority to issue orders come from?

The head of state, the government, the board of directors, the town council, such bodies as one could consider top management in a state or firm, issues the authority to issue orders.

Yet such top persons usually do not issue authority to issue orders without designating what the sphere of orders will be and what they will be about.

This is the Policy in aking- appointment making level at work.

All this is so poorly and grossly defined in the language itself that very odd meanings are conceived of "Policy" and "Orders".

Unless precise meanings are given, then organization becomes a very confused activity.

Understood in this way, the following sentence becomes very silly: "The board of directors issued orders to load the van and the driver was glad to see his policy of interstate commerce followed."

Yet a group will do this to its board of directors constantly. "You did not issue orders. . . ." "We were waiting for orders. . . ." "I know we should have opened the doors but we had no order from the Council. . . ."

The same group members, waiting for orders to sit or stand by special board resolution will yet set policy continually. "We are trying to let others do their jobs without interference." "I am now operating to make each member of my department happy." "I am running this division to prevent quarrels."

Ask officers, secretaries, in charges "What policy are you operating on?" and you will get a quick answer that usually is in total conflict or divergence from any board policy. And you will get a complaint often that nobody issues their division orders so they don't know what to do!

The fact is that POLICY gives the right to issue orders upon it to get it in, followed and the job done.

A group of officers, each one issuing policy madly while waiting for the head of the firm to give them orders is a scene of mix-up and catastrophe in the making.

Policy is a long long range guiding principle.

An order is a short term direction given to implement a policy or the plans or programs which develop from policy.

"People should be seated in comfortable chairs in the waiting room" is a policy.

"Sit down," is an order.

If policy is understood to authorize people to issue orders, the picture becomes much clearer.

"Clearing post purpose" is another way of saying "Get the policy that establishes this post and its duties known and understood."

Unless an organization gets this quite straight, it will work in tension and in internal conflict.

When an organization gets these two things completely clear, it will be a pleasant and effective group.

L. RON HUBBARD

Founder

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HCO POLICY LETTER OF 1 DECEMBER 1970

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REALITY OF PRODUCTS

The character of the VALUABLE FINAL PRODUCTS OF AN ACTIVITY is something which must be established EXACTLY.

Example: Ajax Ball Bearings Ltd. did well for a while and then went into a decline. The exact change point into the decline coincided with a change to new stockholders and considerable executive and staff turnover. At first glance the WHY would have seemed to be so many transfers- musical chairs. However, a complete survey shows that the definitions of Ajax valuable final products were changed from "Useful Ball Bearings Sold in Quantity at a Profit" to "World acceptance of Ajax". The big ad campaigns, internal shop and accounting policy shifts to accomplish this, the new fuzzy ideas about it and failure to spot the WHY took Ajax down. Traced further it was found that the new Advertising Manager had originated this policy and the new board had only a foggy notion of its duties and knew nothing of "valuable final products". The whole company started "manufacturing" acceptance instead of ball bearings. The Production Shop got more and more idle, more and more neglected, had fewer and fewer men in it. Admin got more and more people and down down down went the stats.

A survey of any activity, requesting a list from each member of the company answering the question, "What are the valuable final products of this company?" can reveal much and can show that many are setting policies and doing things in the company name which have no real relation to what the company is doing and therefore drive the activity in contrary and conflicting directions.

After all it is the crew, staff members and workers who do the work. When they have to set their own policy and use their own ideas of the valuable final products, you can get a lot of conflicts and upsets which should never exist.

Make no mistake: an activity can be totally unmanageable and become non-viable over just these points. Possibly all labor-management upsets come from them.

1. Policy is set by top management after experience and agreed upon by others. Where policy is needed it should be requested from the top, not set independently by the supervisors or workers.
2. The valuable final products of an activity must be very carefully surveyed, established and clearly released at policy level AS POLICY.

Anarchy appears to fail (as it did before the Spanish revolution 1936) and strong central management succeeds around this one point of policy. Everyone sets his own in an anarchy. Businesses succeed only on that point and the precise establishment of valuable final products.

When the exact valuable final products are known and agreed upon, only then does successful group action become possible.

The car industry looks easy. The valuable final product is a car. But automotive labor and unions have not agreed to that. Their "valuable final product" is "a big pay check". This one point damaged and may have irreparably destroyed the US economy in 1970 when General Motors, the country's largest industry, had a walkout and layoff. Failing to handle this one point GM management was failing duty as management (they lost their General Manager last year due to a Ford manoeuvre of hiring him over, then firing him). Labor in this case ruined their future pay checks and lost thousands of jobs.

Forty years ago a similar inability to set policies and establish valuable final products began to wipe out the coal industry in the US. Under a John L. Lewis, the miners made coal mining economically impossible. Management, mostly absentee and careless, half a century before that had begun to make errors, run unsafe mines and look on an appearance in society pages as a valuable final product. Today "Appalachia" is a ruined poverty area. And oil is the fuel-of which there is little compared to US domestic coal.

So do not discount these two points. They are capable of wicked backlashes when not done right. They are the WHY of not only organization failures but also the failures of civilizations.

PRECISE WORDING

The valuable final products of any activity small or large must be very precisely and totally listed and totally continually posted.

The valuable final products of a division should be on the org board under the division and the valuable final products of the org should be on the org board in a glaring red list.

Let us take a college. US colleges and others are so clouded up with "government projects" and "scientific findings" and "published papers" and "sport wins" and "general public awe of their greatness" that they have pretty well forgotten a "well trained and successful student in the field of his major". So the student body product becomes "revolt". And the college product becomes "???" in the public mind. I do not speak idly. The very last thing a college wants in a student is one who is an individual success. A downtrodden anonymous member of some industrial team or an underpaid professor is about as high as a college will tolerate from their student bodies according to surveys. For several hundred years, since Francis Bacon (1561-1626) in fact, there has been no renowned philosopher who has not been eased carefully out of his college long before graduation. The list exceptions are tame sell-outs like Dewey, part of the Leipsic death camper crew.

So here is civilization at risk. The valuable final product of its educational institutions is not stated and is neglected in favor of a multitude of false or valueless products. They are not known by their students but by their arrogance and political connections. This is not idle data. Failure to understand this fact of valuable final products began around 1862 the downfall of Imperial Russia, spearheaded by its college students. Having no real valuable final product, clearly stated and agreed upon opens the door to conflict not only in the company but in the state and the entire civilization. (Granted, Imperial Russia stank, which is my exact point. So did Stalinism.)

Studying back and forth over history, poking about in old ruins, remembering, adding it up, the apparent causes of organizational decay are:

- (a) Failure to have an informed, trained top management capable of setting real policy in accordance with the need of the organization.
- (b) Failure of top management to set policy.
- (c) Company members, supervisors and workers setting their own policy out of agreement with or in ignorance of the needs of the organization and themselves.
- (d) Failure of top management to wisely, completely and precisely establish the valuable final products of the activity.
- (e) Ignorance of or disagreement with the valuable final products by workers and company members.

In a much more general sense we would have:

A. Unwise or unset policy. B. Unreal or unstated or undone valuable final products.

These apply to any organization of any' size. The most flagrant offenders are governments. I have never met a political leader or police officer who had a clue about valuable final products of the state. You or I might feel that "public safety" was a valuable final product of police, but the police don't say so.

In amongst psychiatry I have worked for hours trying to make numerous psychiatrists state what they were trying to accomplish. I have never even gotten one to hazard even a suggestion of why he was doing what he was doing, much less say "a cured patient" or "a safeguarded society".

The confusion on these points of valid policy and valuable final product is so great in the world of this writing as to be intolerable.

So do not feel strange that in our early organizations it has been hard to handle things-they were cheek by jaw with a society that believed itself a jungle and where "moral" standards were being set by the psychiatrists who gave the world Hitler and twelve million exterminated Germans.

When the society goes in this direction (war, murder, psychiatry) it conceives its valuable final product to be dead men.

Thus it is very very important for us to get these hitherto obscure or unidentified principles up into the light where they belong and to USE them.

1. The beings of top management must be fully informed and capable of setting or knowing and publishing policy according to the need (including viability) of the organization which will be agreed upon by the whole activity. This means an informed trained top management and includes org management.
2. Top management and managers must KNOW policy and be able to set or request policy where it is unknown or non-existent.
3. All members (top management, managers, supervisors, technicians, workers) must understand the mechanisms of setting policy, how to get it set, know policy that is set and know what is valid policy and who sets it.
4. The valuable final products of an organization must be known to, precisely and completely established and defined by top management.
5. The valuable final products of an activity must be known fully to and agreed upon by all beings in the organization including why and the abandonment of random products which are being done but which do not in any way add up to valuable final products.

ECONOMICS

The economics of any group is such that it cannot tolerate offbeat products and remain sound. This is true of any political or commercial form, group or commercial company.

All of the activities of a group in some way must add up to known valuable final products of a group or it will, as an entity, shatter.

Even in a "moneyless state", a barter economy, this remains factual.

Western civilization and Eastern alike have decayed on the altars of war gods. Diplomatic and political incompetence have squandered their efforts and brought them to inflation and then dust. A socialism where the population goes unshod or a capitalism where a barrow load of bucks will not buy a loaf of bread are paying for ignorance of their actual valuable final products and the squandering of funds and effort on side issues.

One cannot appropriate or apportion funds without an intimate knowledge of the valuable final products of the activity.

One cannot handle property unless one knows the valuable final products of the activity.

One cannot assign personnel without huge waste of manpower unless one knows the valuable final products.

Therefore *one must* be able to list and know the valuable final products of an activity before one can:

- i. Do Financial Planning.
- ii. Arrange, buy or sell property.
- iii. Allocate spaces assigned for different functions.
- iv. Assign personnel.

If one tries to do these things first and discover final products later, all efforts to organize will be cancelled.

CENTRAL AUTHORITY

The valuable final products must be agreed upon and issued as policy and additions to the list must be referred to the policy making level of the group before being confirmed as valid.

The aimless meanderings of contemporary societies show the absence of such lists. It some time ago began to be stated and believed that society "just took in each other's washing"; and the joke, Parkinson's Law in which bureaucracy multiplies automatically both give evidence that society is believed not to have any valuable final products even as faint as "a good life".

Individual members of a group or society must know the valuable final products of the activity and must be in some agreement with them to have a successful group.

SURVEYS

Surveys of what should be the valuable final products show mainly the spirit of the matter. It should not be believed for a moment that a standard survey would apply: a standard survey being the adding up of the answers and taking the majority as useful.

Such a survey measures willingness concerning types or directions of activity,

Given this, setting the exact *things* the group can or should produce and wording them exactly requires a lot of looking and a lot of work.

What products of the group are economically *valuable*? This is the key point that will be overlooked.

What, in short, can this group exchange with other groups or society that will obtain things the group does *not* produce? This is the heart of economics. The law of supply and demand applies.

This is too hard-headed an approach for a whole group to decide upon without a great deal of personal work.

If the group has a past to assess, then it will previously have produced products from time to time that did demonstrate economic value. A search for and a list of these is of primary value.

If the group has no past, it has some experience available from the society which it can employ.

It can be taken as a rule that group members will not identify or phrase the valuable final products. And it can be taken as another rule that it will in the course of time lose those products from its production that were valuable.

Final is another **word** that will probably escape grasp. Sub-products leading to final products will be given equal billing with the final product.

So three surveys have to be done.

What does the group think its final product should be? This gives willingness and direction.

What have been the previous valuable final product successes of the group? (That did exchange with other groups so the producing group can obtain things it does not produce.) This in a new group would be a survey of what similar groups have produced.

There would then be a period of intense and expert work by or for central policy authority where questions like: Have times changed? Were these items ever thoroughly offered? What was the relative value in light of their cost? Is re-costing necessary due to money value changes? Which ones really brought value back to the group from others? Can we still produce these? Thus a list is drawn up, precisely worded.

Then the final (3rd) survey can occur. This is the issue of the reworked list above to the group to get them to look at it from their viewpoint and see if it is feasible and any points missed and any expert opinion taken amongst the experts in the group.

The final list of valuable final products could then be drawn and issued as policy.

A special watch dog production tally officer could then be appointed to make sure *these* valuable final products are being prepared for and produced.

Yes, it would take all that to get the list of valuable final products of an activity.

The valuable final product list does not come wholly from top management.

The list does not come only from the group.

Major social and business catastrophes occur when (a) no list is set (b) top management only sets the list or (c) the group sets the list up.

Phrases like "a better world" or "a big car" or "lots of customers" are quite incomplete and unreal. Even the words "an auditor" or "a release" are correct but are not fully enough described to be good statements of a valuable final product.

A notable example of all this occurred in the car industry when Edsel Ford, ten years ago, did not survey past products and current demands and produced "The Edsel". Henry Ford half a century earlier had established the company products as a cheap, small rugged automobile that would put America on wheels and a big, expensive car to hold up the company image. "The Edsel" went in between and millions were lost and scores of dealers were wiped out. No survey. No precise product.

If all this seems commercial, remember that in any civilization a group has to buy or acquire those things it does not produce. This is true in Capitalism, Communism or tribal barter. There is no Santa Claus and even a Corn and Games welfare state can go broke and always has.

Thus the *valuable* final product of a group must be valuable to another group or individuals in society around it and sufficiently so that it can receive in return things it wants or needs but does not produce. And it must DELIVER its valuable final product, a point most often missed.

A group of knights in a castle on a hill had protection for the peasant as a valuable final product. When they ceased to deliver and used only threat and robbery the peasant eventually invented a long bow whose arrow could penetrate armor and knighthood was no longer in flower.

All this is really quite simple. It is even in the Factors.

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HCO POLICY LETTER OF 6 DECEMBER 1970

Remimeo Dept 14 Hats

Personnel Series 13

Org Series 18

THIRD DYNAMIC DE-ABERRATION

The exact mechanism of 3rd Dynamic (group or organization) aberration is the conflict of COUNTER POLICY.

Illegal policy set at unauthorized levels jams the actions of a group and IS responsible for the inactivity, non-production or lack of team spirit.

Counter policy independently set jams the group together but inhibits its operation.

Out-Reality on org bds, hats, etc, is to a large degree caused by disagreements and conflicts which are caused by illegal policy.

If we had a game going in which each player set his own rules, there would be no game. There would only be argument and conflict.

VARIETIES OF COUNTER POLICY

At the start it must be assumed or effected that there is someone or somebody to set authorized policy for the group. Absence of this function is an invitation to random policy and group conflict and disintegration. If such a person or body exists, new proposed policy must be referred to this person or body and issued, not set randomly at lower levels or by unauthorized persons.

Policies so set by the policy authority must be informed enough and wise enough to forward the group purpose and to obtain agreement. Ignorant or bad policy even when authorized tends to persuade group members to set their own random policy.

When no policy at all exists random policy occurs.

When policy exists but is not made known, random policy setting will occur.

Ignorance of policy, the need or function of it, can cause random policies.

Hidden not stated random policies can conflict.

Correct policy can be relayed on a cutative basis-a few words left off or a qualifying sentence dropped which makes policy incorrect or null. "Children may not go out" can be made out of "Children may not go out after midnight".

Altered policy can be limitless in error.

Attributing a self set policy to the authorized source can disgrace all policy as well as pervert the leadership purpose.

Policy can be excluded from a zone of a group that should be governed by it. "Pipe making policy does not apply to the small pipe shop."

Such masses of unnecessary policy can be issued that it cannot be assimilated.

Policy can exist in large amounts. but not be subdivided into relevant subjects as is done in hat checksheets.

Disgrace of policy can occur in a subsequent catastrophe and render any policy disgraceful, encouraging self set policy by each group member.

CLEARING A GROUP

All authorized policy must be set or made available in master books and adequate complete policy files. This makes it possible to compile hats and checksheets and issue packs,

Group surveys of "What policy are you operating on?" can reveal random policy.

All bugged (halted) projects can be surveyed for illegal policy and cleaned up and gotten going again.

Other actions can be taken all of which add up to:

1. Get existing policy used.
2. Get areas without policy crisply given policy from the authorized source.
3. Debug all past projects of false policy.
4. De-aberrate group members as per the Organization Misunderstands PL and other materials.
5. Educate the group members concerning policy technology.
6. Set up systems that detect, isolate and report out-policy and get it corrected and properly set, issued and known.
7. Monitor any new policy against statistics and include policy outnesses as part of all statistical evaluations.

ADMIN SCALE

I have developed a scale for use which gives a sequence (and relative seniority) of subjects relating to organization.

GOALS
PURPOSES
POLICY
PLANS
PROGRAMMES
PROJECTS
ORDERS
IDEALSCENES
STATS
VALUABLE FINAL PRODUCTS

This scale is worked up and worked down UNTIL IT IS (EACH ITEM) IN FULL AGREEMENT WITH THE REMAINING ITEMS.

In short, for success all these items in the scale must agree with all other items in the scale on the same subject.

Let us take "Golf Balls" as a subject for the scale. Then all these scale items must be in agreement with one another on the subject of golf balls. It is an interesting exercise.

The scale also applies in a destructive subject. Like "Cockroaches".

When an item in the scale is not aligned with the other items, the project will be hindered if not fail.

The skill with which all these items in any activity are aligned and gotten into action is called MANAGEMENT.

Group members only become upset when one or more of these points are not aligned to the rest and at least some group agreement.

Groups appear slow, inefficient, unhappy, inactive or quarrelsome only when these items are not aligned, made known and coordinated.

Any activity can be improved by debugging or aligning this scale in relation to the group activity.

As out-Reality breeds out-Comm, and out-Affinity, it follows that unreal items on the scale (not aligned) produce ARC Breaks, upsets and disaffection.

It then follows that when these scale items are well aligned with each other and the group there will be high Reality, high Communication and high Affinity in the group.

Group mores aligned so and followed by the group gives one an ethical group and also establishes what will then be considered as overts and withholds in the group by group members.

This scale and its parts and ability to line them up are one of the most valuable tools of organization.

DEBUG

When orders are not complied with and projects do not come off, one should DETECT, ISOLATE and REPORT and handle or see that it is handled, any of the scale items found random or counter.

If any item below POLICY is in trouble-not moving, one can move upwards correcting these points, but certainly concentrating on a discovery of illegal or counter policy. Rarely it occurs some old but legal policy needs to be adjusted. Far more commonly policy is being set by someone verbally or in despatches, or hidden, that is bugging any item or items below the level of policy.

So the rule is that when things get messed up, jammed up, slowed or inactive or downright destructive (including a product as an overt act) one sniffs about for random or counter policy illegally being set in one's own area or "out there".

Thus in the face of any outness one DETECTS-ISO LATE S- REPORTS and handles or gets handled the Out-Policy.

The *detection* is easy. Things aren't moving or going right.

The isolation is of course a WHAT POLICY that must be found and WHO set it.

Reporting it would mean to HCO.

Handling it is also very easy and would be done in Qual.

This Admin tech gives us our first 3rd Dynamic de-aberrater that works easily and fast.

Why?

Well, look at the Admin Scale. Policy is just below *Purpose*.

Purpose is senior to policy.

The person who is setting random or counter illegal policy is off group purpose. He is other purposed to greater or lesser degree.

From 1960 to 1962 I developed a vast lot of technology about goals and purposes. If we define a goal as a whole track long long term matter and a purpose as the lesser goal applying to specific activities or subjects we see clearly that if we clean up a person's purposes relating to the various activities in which he is involved and on the eight dynamics we will handle the obsession to set random or counter policies!

So it is an auditing job and the tech for it is extensive. (The African ACC was devoted to this subject. Lots of data exists on it.)

It happens however that around 20% (probably more) of any group's members are actively if covertly anti-group and must be handled at a less profound level under Personal Aberration in the Org Misunderstood's Policy Letter before you can begin to touch purpose.

Thus any group member, since this tech remedy helps them all, would be handled with:

I. General case de-aberration (called L I Os on Flag).

2. Purpose handling for posts.

3. Org bd, hatting and training.

Those setting random or counter purpose later detected would get further no. 2 and no. 3.

As the universe is full of beings and one lives with them whether he likes it or not, it would be to anyone's interest to be able to have functioning groups.

The only way a group jams up and (a) becomes difficult to live in and (b) impossible to fully separate from is by random and counter purposes.

If one thinks he can go off and be alone anywhere in this universe he is dreaming.

The first impulse of a hostile being is "to leave" a decent group. What a weird one.

The only reason he gets in jams is his inability to tolerate or handle others.

There's no road out for such a being except through.

Thus all we can do to survive even on the first dynamic is to know how to handle and be part of the third or fourth dynamic and clean it up.

Probably the reason this universe itself is considered by some as a trap is because their Admin Scale is out.

And the only reason this universe is sometimes a trial is because no one published its Admin Scale in the first place.

All this is very fundamental first dynamic tech and third dynamic tech.

It is the first true group technology that can fully de-aberrate and smooth out and free within the group every group member and the group itself.

Thus, combined with auditing tech, for the first time we can rely wholly on technology to improve and handle group members and the group itself toward desirable and achievable accomplishment with happiness and high morale.

Like any skill or technology it has to be known and done and continued in use to be effective.

The discovery, development and practical use of this data has made me very very cheerful and confident and is doing the same thing on the test group.

I hope it does the same for you.

L. RON HUBBARD

Founder

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HCO POLICY LETTER OF 14 DECEMBER 1970

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Personnel Series 14

Org Series 19

GROUP SANITY

The points of success and failure, the make and break items of an organization are

1. HIRING
2. TRAINING
3. APPRENTICESHIPS
4. UTILIZATION
5. PRODUCTION
6. PROMOTION
7. SALES
8. DELIVERY
9. FINANCE
10. JUSTICE
11. MORALE

These eleven items MUST AGREE WITH AND BE IN LINE WITH THE ADMIN SCALE (Org Series 18).

Where these subjects are not well handled and where one or more of these are very out of line, the organization will suffer a third dynamic aberration.

This then is a SANITY SCALE for the third dynamic of a group.

The group will exhibit aberrated symptoms where one or more of these points are out.

The group will be sane to the degree that these points are in.

Internal stresses of magnitude begin to affect every member of the group in greater or lesser degree when one or more of these items are neglected or badly handled.

The society at large currently has the majority of these points out.

These elements become aberrated in the following ways:

1. HIRING

The society is running a massive can't have on the subject of people. Automation and employment penalties demonstrate an effort to block out letting people in and giving them jobs. Confinning this is growing unemployment and fantastic sums for welfare-meaning relief. 50% of America within the decade will be jobless due to the population explosion without a commensurate expansion in production. Yet production by US presidential decree is being cut back. War, birth control are two of many methods used to reduce population. THIS THIRD DYNAMIC PSYCHOSIS IS A *REFUSAL TO EMPLOY PEOPLE*. EXCLUSION OF OTHERS IS THE BASIC CAUSE OF WAR AND INSANITY.

2. TRAINING

Education has fallen under the control of one-worlders, is less and less real. Data taught is being taught less well. Less data is being taught. School and college unrest reflect this. Confirmation is the deteriorated basic education found in teenagers such as

writing. Older technologies are being lost in modern rewrites. THIS THIRD DYNAMIC PSYCHOSIS IS A *COVERT REFUSAL TO TRAIN*.

3. APPRENTICESHIPS

The most successful industries, activities and professions of earlier centuries were attained by training the person as an apprentice, permitting him to understudy the exact job he would hold for a long period before taking the post. Some European schools are seeking to revive this but on a general basis, not as an apprentice system. A THIRD DYNAMIC PSYCHOSIS IS A *DENIAL OF ADEQUATE EXPERIENCE TO SUCCEED*.

4. UTILIZATION

In industries, governments and armed services as well as life itself, personnel are not utilized. A man trained for one thing is required to do something else. Or his training is not used. Or he is not used at all. A THIRD DYNAMIC PSYCHOSIS IS *FAILURE TO UTILIZE PEOPLE*.

5. PRODUCTION

Modern thought is to reward downstats. A person is paid for not working. Governments who produce nothing employ the most people. Income tax and other current practices penalize production. Countries which produce little are given huge handouts. War which destroys attains the largest appropriations. A THIRD DYNAMIC PSYCHOSIS IS *TO PREVENT PRODUCTION*.

6. PROMOTION

Promotion activities are subverted to unworthy activities. True value is seldom promoted. What one is actually achieving gets small mention while other things are heavily promoted. Reality and PR are strangers. A THIRD DYNAMIC PSYCHOSIS IS *UNREAL OR NON-FACTUAL PROMOTION*.

7. SALES

Sales actions are unreal or out of balance. Clumsy or non-functioning sales activities penalize producers and consumers. In areas of high demand sales actions are negligible even when heavy advertising exists. This is proven by the inability to sell what is produced even in large countries so that production cut-backs are continual threats to economies and workers. A population goes half fed in times of surplus goods. With curtailed car factories a nation drives old cars. With a cut-back construction industry people live in bad houses. Sales taxes are almost universal. A THIRD DYNAMIC PSYCHOSIS IS *THE IMPEDING OF PRODUCT DISTRIBUTION TO POTENTIAL CONSUMERS*

8. DELIVERY

Failure to deliver what is offered is Standard Procedure for groups in the humanities. Commercially it is well in hand.

9. FINANCE

One's own experience in finance is adequate to demonstrate the difficulties made with money. A THIRD DYNAMIC PSYCHOSIS IS *THE PER VERSION OF FINANCE*.

10. JUSTICE

Under the name of Justice, aberrated man accomplishes fantastic injustices. The upstat is hit, the downstat let go. Rumours are accepted as evidence. Police forces and power are used to ENFORCE the injustices contained 1 to 9 above. Suppressing justice is used as an ineffectual but savage means of meeting situations actually caused by the earlier listed psychoses. When abuses on 1 to 9 make things go wrong, the social aberration then introduces suppressive injustices as an effort to cure. Revolt and war are magnified versions of injustices. Excess people-kill them off in a war. A THIRD DYNAMIC PSYCHOSIS IS *THE SUBSTITUTE OF VIOLENCE FOR REASON*.

11. MORALE

A continuous assault on public morale occurs in the press and other media. Happiness or any satisfaction with life is under continuous attack. Beliefs, idealism, purpose, dreams are assaulted. INSANITY IS A REFUSAL TO ALLOW OTHERS TO BE, DO OR HAVE.

Any action which would lead to a higher morale has to be defended against the insane few. A THIRD DYNAMIC PSYCHOSIS IS *A DETESTATION OF HIGH MORALE*.

The COMMON DENOMINATOR of all these insanities is the desire to SUCCUMB.

Insanities have as their end product self or group destruction.

These eleven types of aberration gone mad are the main points through which any group SUCCUMBS.

THEREFORE, these eleven points kept sane guarantee a group's SURVIVAL,

EXAMPLES

Seeing all this in one example permits one to see that these third dynamic insanities combine to destroy.

A. Believing it impossible to obtain money or make it, a firm cannot hire enough people to produce. So has little to sell, which is badly promoted and is not sold so it has no money to hire people.

B. Needing people for another job the firm robs them from a plant which then collapses and fails to make money so no new people can be hired. This reduces production so people have to be dismissed as they can't be paid.

C. Persons are in the firm but are kept doing the wrong things so there is little production and no promotion or sales so there is no money to pay them so they are dismissed.

D. A new product is put in. People to make it are taken from the area already making a valuable product which then collapses that area and there is not enough money to promote and selling fails so people are dismissed.

The examples are many. They are these same eleven group insanities in play upon a group, a firm, a society.

SANITY

If this is a description of group aberration, then it gives the keys to sanity in a group.

1. HIRING

Letting people INTO the group at large is the key to every great movement and bettered culture on this planet. This was the new idea that made Buddhism the strongest civilizing influence the world has seen in terms of numbers and terrain. They did not exclude. Race, color, creed were not made bars to membership in this great movement.

Politically the strongest country in the world was the United States, and it was weakened only by its efforts to exclude certain races or make them second class citizens. Its greatest internal war (1862-65) was fought to settle this point, and the weakness was not resolved even then.

The Catholic Church only began to fail when it began to exclude.

Thus *inclusion* is a major point in all great organizations.

The things which set a group or organization on a course of exclusion are (a) the destructive impulses of about 10 or 15% of the society (lunacy) and (b) opposition by interests which consider themselves threatened by the group or organization's potential resulting in infiltration (c) efforts to mimic the group's technology destructively and set up rival groups.

All these three things build up barriers that a group might thoughtlessly buy and act to remedy with no long range plans to handle.

These stresses make a group edgy and combative. The organization then seeks to solve these three points by exclusion, whereas its growth depends wholly upon inclusion.

No one has ever solved these points successfully in the past because of lack of technology to solve them.

It all hinges on three points: (1) the sanity of the individual, (2) the worthwhileness of the group in terms of general area, planetary or universal survival, and (3) the superiority of the group's organization tech and its use.

Just at this writing, the first point is solved conclusively in Scientology. Even hostile and destructive personalities wandering into the group can be solved and, due to the basic nature of Man, made better for the benefit of themselves and others.

The worthwhileness of the organization is determined by the assistance given to general survival by the group's products and the actual factual delivery of those valid products.

The superiority of a group's Admin Tech and its application is at this current writing well covered in current developments.

Thus inclusion is almost fully attainable. The only ridges that build up are the short term defense actions.

For instance, Scientology currently must fight back at the death camp organizations of psychiatry whose solution is a dead world, as proven by their actions in Germany before and during World War II. But we must keep in mind that we fully intend to reform and salvage even these opponents. We are seeking to include them in the general survival by forcing them to cease their non-survival practices and overcome their gruesome group past.

There are two major stages then of including people-one is as paid organization personnel and one as unpaid personnel. BOTH are in essence being "hired". The pay differs. The wider majority receive the pay of personal peace and effectiveness and a better world.

The org which excludes its own field members will fail.

The payment to the org of money or the money payment to the staff member is an internal economy. Pay, the real pay, is a better personal survival and a world that can live.

Plans of INclusion are successful. They sometimes contain defense until we can include.

Even resistance to an org can be interpreted as a future inclusion by the org. Resistance or opposition is a common way-point in the cycle of inclusion. In an organization where everyone wins eventually anyway the senselessness of resistance becomes apparent even to the most obtuse. Only those who oppose their own survival resist a survival producing organization.

Even in commercial companies the best organization with the best product usually finds competitors merging with it.

2. TRAINING

Basic training, hats, checksheets and packs MUST exist for every member of a group.

Criminal or antisocial conduct occurs where there is no hat.

Any type of membership or role or post in the whole organization or its field requires individual and team training. Only where you have a group member who will not or cannot bring himself to have and wear a hat will you have any trouble.

This is so true that it is the scope of Personal Enhancement.

Ask yourself "Who isn't trained on his post and hatted?" and you can answer "Who is causing the trouble?"

Basic training, slight or great, is vital for *every* member of a group, paid or unpaid.

A field auditor must have a hat. A student needs a student hat, etc. etc.

This requires training.

Training begins in childhood. Often it has to be re-oriented.

Training as a group member must be done.

Training in exact technology or in the precise tech of Admin is not the first stage of training. Basic training of group members, no matter how slight, must exist and be done.

Otherwise group members lack the basic points of agreement which make up the whole broad organization and its publics.

Training must be on real materials and must be rapid. The technology of how to train is expressed in speed of training.

The idea that it takes 12 years to make a mud pie maker is false. TIME in training does not determine quality of training. Amount of data learned that can be applied and skills successfully drilled determine training.

That the society currently stresses *time is* an aberrated factor.

The ability to learn and apply the data is the end product of training. Not old age.

The rate of training establishes to a marked degree the expansion factor of a group and influences the smoothness of the group during expansion.

If training is defined as making a person or team into a part of the group then processing is an influencing factor. The facilities for processing and quantity available are then a determining factor in group expansion.

3. APPRENTICESHIP

Training on post is a second stage of any training-and processing-action.

This is essentially a familiarization action.

To have a person leave a post and another take it over with no "apprenticeship" or groove-in can be quite fatal.

The Deputy system is easily the best system. Every post is deputied for a greater or lesser period before the post is turned over and the appointment is made. When the deputy is totally familiar he becomes the person on the post.

Rapid expansion and economy on personnel tend to injure this step. Lack of it can be *very* destructive.

Optimumly there should be one or two deputies for every key post at all times. This is a continual apprenticeship system.

Economically it has limitations. One has to weigh the *losses* in not doing it against the cost in doing it. It will be found that the losses are *far* greater than the cost, even though it increases personnel by at least a third for a given organization.

When an organization has neglected it as a system (and has turned over too many posts without deputy or apprenticeship action) its economics may decay to where it can never be done. This is almost a -death rattle for an organization.

In a two century old highly successful industry, only the apprentice system was and is used (Oporto wine industry). The quality of the product is all that keeps the product going on the world market. If the quality decayed the industry would collapse. Apprenticeship as a total system maintains it.

Certainly every executive in an organization and every technical expert should have a deputy In Training. Only then could quality of organization be maintained and quality of product guaranteed.

The total working organization should be on this system actually. And whenever a person is moved up off a post, the deputy taking over, a new deputy should be appointed. The last step (appointment of a new deputy) is the one that gets forgotten.

Failure to recruit new people over a period will very surely find the whole organization declining soon solely because there is no apprentice system of deputies. The organization expands, singles up the posts, promotes some un-apprenticed people and begins to lose its economic advantage. Low pay ensues, people blow off, and then no one can be hired. It's a silly cycle, really, as it is prevented easily enough by hiring enough soon enough when the org is still doing well.

The rule is **DEPUTY EVERY POST AND NEWLY DEPUTY THEM WHEN PROMOTIONS OCCUR.**

The most covert way to get around this is just to call each person's junior a deputy even though he has other duties. This makes it all look good on an org board. "Do you have each post deputied?" "Oh yes!" But the deputies are just juniors with posts of their own.

A deputy *is used* to run the same post as it is deputied for. This means a double posting pure and only.

You'd be amazed at how much production an executive post can achieve when it is also deputied and when the principal holder of the post will use the deputy and gen him in, not get him to cover an empty lower post.

4. UTILIZATION

People must be utilized.

Equipment must be utilized.

Space must be utilized.

Learning to USE is a very hard lesson for some. Untrained people, bad organization, poor machinery, inadequate space all tend to send one off utilization.

The rule is, if you've got it use it; if you can't use it get rid of it.

This most specifically applies to people. If you've got a man, use him; if you can't use him get him over to someone who can use him. If he isn't useful, process and train.

Anyone who can't figure out how to use people, equipment and spaces to obtain valuable final products is not worthy of the name of executive.

Reversely we get- what an executive or foreman is-An Executive or Foreman is one who can obtain, train and use people, equipment and spaces to economically achieve valuable final products.

Some are very skilled in preparing people, systems, equipment, property and spaces to be used. But if these then go to someone who does not USE them you get a bad breakdown.

The welfare state and its inflation is a sad commentary on "executive ability".

An executive whose people are idle and whose materiel is decaying is a traitor to his people and the org, just that, for he will destroy them all.

UTILIZATION requires a knowledge of what the valuable final products are and how to make them.

Action which doesn't result in a final product that adds up to valuable final products is destructive, no matter how innocent it seems.

Man has a planet as a valuable final product. Improper *use* of the countries and seas, air and masses which compose it will wind up with the destruction of Man, all life on it and the usefulness of the planet. So *proper* utilization of anything is a very real factor.

The 19th Century industrialist like the mad kings who built great structures used up men; they didn't properly use men.

And not using them at all, the current fad, is the most deadly of all.

UTILIZATION is a big subject. It applies to resources, capabilities and many other factors.

The question being asked in all cases is, "How can we USE this to economically obtain a valuable final product?"

Failing to answer that question gives one the "mysteries of life".

5. PRODUCTION

One may be prone p believe there is no sense in any production at all. Such a one would also be likely to say, "There is no sense at all." Or "If they keep on producing it will become impossible to destroy it all."

Production of some final valuable product is the chain of all production sequences.

Even the artist is producing a *reaction*. The reaction's service in a wider sphere to enforce it is what gives art its sense. A feeling of well being or grandeur or lightheartedness are legitimate valuable final products, for instance.

The production areas and activities of an org that produce the valuable final products are the most important areas and activities of the org.

6. PROMOTION

The acceptance of valuable final products and of their value depends in a large degree upon (a) a real value and (b) a desire for them.

Promotion creates desire for the valuable final product.

The old saw that the man who builds a better mousetrap will have the whole world coming to his door is a total falsity.

Unless the value is made known, and the desire created, the mousetraps are going to go unsold.

Promotion is so important that it can stand alone. It can have limited success even when there is no product! But in that case it will be of short duration.

Promotion must contain reality and the final product must exist and be deliverable and delivered for promotion to be fully successful.

Public Relations and advertising and all their skills cover this area of promotion.

7. SALES

It is hard to sell what isn't promoted and can't be delivered.

Economics greatly affect selling.

Anything must be sold for a price comparable to its value in the eyes of the purchaser.

COSTING is a precise art by which the total expenses of the organization administration and production must be adequately covered in the PRICING allowing for all losses and efforts in delivery and adequate to produce a reserve.

PRICING (the amount being asked) cannot be done without some idea of the total cost of the final valuable product.

The sale price of one final valuable product may have to cover the cost of producing other products which are delivered without price.

PRICING however does not necessarily limit itself to only covering immediate cost of a product. A painting with a dollar's worth of paint and canvas may have a price of half a million dollars.

Also a painting used in promotion may cost two hundred dollars and be displayed at no cost at all to the beholder.

These relative factors also include the SKILL of the salesman himself and there is much technology involved in the act of selling something to someone and the world abounds in books on the subject.

Therefore Sales (once promotion is done) are bound up really in COSTING, PRICING AND SELLING.

The value in the eye of the purchaser is monitored by the desire created in him for it. If this is also a real value and if delivery can occur then SELLING is made very easy-but it is still a skilled action.

The production of a valuable final product is often totally determined by whether or not it can be sold. And if it can be sold at a price greater than the cost of delivering it.

That it *gets* sold depends on the salesman.

The skill of the salesman is devoted to enhancing the desire and value in the eyes of the buyer and obtaining adequate payment.

8. DELIVERY

The subject and action of DELIVERY is the most susceptible to breakdown in any organization. Any flaw on the sequence of actions resulting in a valuable final product may deteriorate it or bar off final delivery.

There are many preparatory or hidden from public view steps on a production line. When any of these break down, delivery is imperiled.

Given the raw materials and wherewithal to make some valuable final product, the valuable final product should occur.

WHEN A VALUABLE FINAL PRODUCT DOES NOT GET PRODUCED AND CANNOT BE DELIVERED REPAIR THE EARLIER STEPS OF ITS PRODUCTION.

Example: An Auditing result is not delivered. Don't just repair the pc. Repair Training of Auditors and C/Ses. Repair the assembly line *before* the valuable final product. The sub-products are less visible. Yet they add up to the valuable final product.

THE LAW OF THE IRREDUCIBLE MINIMUM occurs in all delivery problems. Someone is trying to produce only the visible end product of a post or production line and neglects the earlier contributory actions and products as these are not plainly visible.

When an organization or its posts operate only on an irreducible minimum, production goes bad and DELIVERY c-ashes.

Take a cook who has his post at an irreducible minimum. Food is appearing on

the table. If he reduced just one **bit more the food** would no longer be edible at all. He neglects purchasing, menus and preparation. That these occur is invisible to the diners. That food appears on the table is visible to the diners. If the cook operates at any less level than he is, no edible food would be visible-hence, irreducible minimum. The food, served will be bad. But it will be visible. Invisible-to-the-diners actions aren't being done.

To improve the food, get the less visible actions *done*. Get the sequence of actions all done. The result will be improved food.

Take training. The final valuable product is a trained auditor. The Course Supervisor who runs his post on an irreducible minimum is simply there, appearing to supervise.

His final product may be horribly unskilled. The teaching may take "forever".

To improve this one goes earlier on the assembly line-materials, packs, tapes, student tech services, recorder repair, scheduling-dozens of actions including getting the Course Supervisor trained.

The visibility is still a Course Supervisor and students being taught. But with the *whole* earlier line in, the final valuable product is excellent!

A being hopes lazily for instantaneous production. It doesn't happen this way in the Mest Universe. Things are produced in a sequence of sub-products which result in a final valuable product. Hope all you want to. When you omit the sub-products you get no valuable final product.

When the people in an organization do not know the valuable final products of the org and when a person on a post does not know the final products of his post, a condition arises where no org DELIVERY will occur, or if it does occur it will be poor or costly. It is vital that a person knows what his post final products are and what his unit, section, department and division sub-products are and how his own and each of these contribute to the valuable final products of the organization for actual delivery to occur.

Delivering other than valuable final products or useless final products or final products that need constant correction also adds up to non-delivery.

A whole civilization can break down around the point of DELIVERY. So can an organization.

Since money can be looked upon as too valuable a final product it can actually prevent DELIVERY.

Failure to deliver is the one point beings do not forgive. The whole cycle hangs upon DELIVERY.

DELIVER WHAT IS PROMISED when it is expected, in sufficient volume and adequate quality, is the first maxim even of a group in politics or the humanities.

9. FINANCE

Finance too often disregards the other factors in this scale or the other factors in this scale too often disregard finance for organizations to long remain viable.

Financing must be in agreement with all the other factors of this scale and all the other factors must be in agreement with finance for viability to occur.

Because money is interchangeable for commodities then people can confuse it with too many things.

If you regard money like so many beans, as a commodity in itself, you open the door to understanding it.

Money is so many beans in to get so many beans out.

When you can master this you can handle FINANCE.

The **FINANCE persons of an org**, a civilization, a planet should put so many beans in and expect more beans out than they put in. This is quite correct as a viewpoint for Finance.

The difference of beans in and beans out for a planet is made up by adding beans enough to those already in existence to cover new commodity.

When finance people fail to do this beans cease to be in pace with production and inflation and deflation occur.

In an org or any of its parts, industriousness of the staff makes the difference between the beans in and beans out.

An org has to have income greater than outgo. That is the first rule of finance. Violating it brings bankruptcy.

Now if the FINANCE people of an org apply the same rule remorselessly to all its transactions (Financial Planning) with each person and part of an org, Finance becomes real and manageable.

So many beans in to support the first division means so many beans out of the org back to finance because of the cooperative work of the first division.

A hectic effort to work only with production products will wind finance up in a knot.

One has to estimate (COST) the contribution of each part of an org to the valuable final product to know what to allow what part of an org.

Finance has to have a full reality on the valuable final products and the subproducts and post products of the whole org to intelligently allocate funds.

This person, that division, each contributes some part of the action that results in the money received for the valuable final products.

So Finance can extend so much money for each and expect that and an additional amount back.

If this occurs, so will expansion.

Finance comes unstuck when it fails to "COST" an organization and fails to support valuable final product production.

Finance must not only practice "Income greater than Outgo" for the org, it must practice it for each part of the org as well.

Then solvency becomes real.

The greatest aberration of Finance is that it seeks to save things into solvency. The real losses in an org are the sums never made. These are the most important losses for finance to concentrate upon.

An org that makes E500 a week that should make E5000 a week in potential is losing the finance people E4500 a week!

Finance can force production along certain lines by putting in funds and getting more back.

Finance becomes too easily the management of an org but it only does that when it ceases to deal in its own commodity -money.

An org which has executives unfamiliar with finance will fall at once into the control of the finance people in the org. And these finance people, if they don't really know money, will fall at once under the control of outside finance people.

One has to know finance in any organization anywhere, even in a socialism. Sooner or later the books get balanced in any society.

10. JUSTICE

Without justice there can be no real organization.

Even a government owes its people an operating climate in which human transactions and business can occur.

Where insane and criminal individuals operate unchecked in the community justice is uncertain and harsh.

The society in which the insane rise to positions of power becomes a nightmare.

Justice is a difficult subject. Man handles it badly.

Justice cannot occur until insanity can be detected and cured.

The whole task of justice is to defend the honest man. Therefore the target of justice is the establishment of a sane society.

The inability to detect or cure the insane destroys civilizations.

Justice is an effort to bring equity and peace. When one cannot detect and cure insanity then sooner or later justice actions will become unjust and be used by the insane.

To us, Justice is the action necessary to restrain the insane until they are cured. After that it would be only an action of seeing fair play is done.

11. MORALE

When all factors balance up in an org and give the group a common direction and mutual viability, morale can be expected to be good.

When the Admin Scale and the ten elements described are out of balance (without proper importance given to each) and when one or many of these (Admin Scale and the elements herein described) are not in agreement one with another, then morale will be poor.

Morale is not made of comfort and sloth. It is made of common purpose and obstacles overcome by the group.

When the Admin Scale and these elements are not held together by similar aims, then morale has to be held up artificially.

The most ghastly morale I have ever seen was amongst "the idle rich".

And the highest morale I've ever seen was amongst a furiously dedicated common purposed group working under fantastic stresses with very little against almost hopeless odds.

I used to observe that morale in a combat unit would never materialize before they had been through hell together.

All drama aside, morale is made up of high purpose and mutual confidence. This comes from the Admin Scale items and these elements of organization being well aligned, one with the next, and honest sane endeavor to achieve a final goal for all.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 30 DECEMBER 1970

Remimeo
So Member Hat
Staff Member Hat

Personnel Series 15

Org Series 20

ENVIRONMENTAL CONTROL

The differences between a competent person and an incompetent person are demonstrated in his environment (surroundings).

A person is either the effect of his environment or is able to have an effect upon his environment.

The 19th Century psychologist preached that man had to "adjust to his environment". This false datum helped begin a racial degeneration.

The truth is that man is as successful as he adjusts the environment to him.

Being competent means the ability to control and operate the things in the environment and the environment itself.

When you see things broken down around the mechanic who is responsible for them, he is plainly exhibiting his incompetence-which means his inability to control those things in his environment and adjust the environment for which he is responsible-motors.

When you,see the mate's boats broken up you know he does not have control of his environment.

Know-how, attention, and the desire to be effective are all part of the ability to control the environment.

One's "standards" (the degree of rightness one is trying to establish and maintain) are directly related to one's desire to have a controlled environment.

The attainment of one's *standards* is not done by criticism (a human system). It is done by exerting control of one's environment and moving things effectively toward a more ideal scene.

Control of the environment begins with oneself. A good case state, a body that one keeps clean and functioning. This extends to one's own gear, his clothing, tools, equipment. It extends further to the things one is responsible for in the environment. Then it extends out into the whole environment, the people and the Mest.

One can get pretty dirty fixing things up. That's okay. But can one then also clean oneself up?

The ability to confront Mest is a high ability. After that comes the ability to handle and control it.

The ability to confront people is also a high ability. After that comes the ability to get along with them and to handle and control them.

There is the Supreme Test of a thetan-the ability to make things go right.

The reverse of this is the effort to make things go wrong.

Incompetence-lack of know-how, inability to control-makes things go wrong.

Given some know-how or picking it up by observation, sane people make things go right.

The insane remain ignorant intentionally or acquire know-how and make things go wrong.

Insane acts are not unintentional or done out of ignorance. They are intentional, they are not "unknowing dramatizations". So around insane people things go wrong.

One cannot tell the difference really between the sane and insane by behaviour. One can tell the difference only by the product. The product of the sane is survival. The product of the insane is an overt act. As this is often masked by clever

explanations it is not given the attention it deserves. The pretended good product of the insane turns out to be an overt act.

A large percentage of this planet's population (undetermined at this time for the "general public" but in excess of 20%) are insane. Their behaviour looks passable. But their product is an overt act. The popularity of war confirms this. The products of existing governments are mainly destructive. The final product of the human race will be a destroyed planet (a contaminated air cover rendering the planet unable to sustain life, whether by radiation or fumes).

Thus, due to the inability to detect and handle the insane, the sane majority suffers.

The hidden actions of the insane can destroy faster than an environment can be created UNLESS one has the know-how of the mind and life and the tech of Admin and the ability and know-how to handle Mest.

An area or activity hit by an influx of new recruits or new customers tends to unsettle. Its Mest gets abuse, things go out of control.

Gradually, working to put in order, the standards are again being attained. The minority insane get handled, the know-how of groups and orgs becomes more generally known, the tech of Mest gets used again.

As an organization expands it goes through cycles of lowered condition and raised condition. This is normal enough since by taking on more and more area one is letting in more and more insane even though they are in a small proportion to the sane.

Order is re-established and survival trends resumed to the degree that the sane begin to reach out and handle things around them and as the insane are made sane.

Thus one gets downtrends and uptrends. As soon as a group begins to feel cocky, it takes on more area. This includes more unhandled people, admin and Mest and a downtrend begins. Then the sane begin to handle and the insane begin to be sane and the uptrend starts.

This is probably even the basis of national economic booms and depressions.

This is only bad to the degree that the insane are put in charge. As soon as this happens the downtrend becomes permanent and cultural decay sets in.

A group expanding rapidly into a decadent culture is of course itself subjected to the uptrend-downtrend cycles and has to take very special measures to counteract the consequences of expansion in order to maintain any rate of growth.

The individual member of a group can measure his own progress by increased ability to handle himself, his post and environment and the degree of improvement of the group itself because of his own work within it.

A group that is messing up its gear and environment worse than it did a while ago and is not improving it of course has to be reorganized before it perishes.

No group can sit back and expect its high brass to be the only ones to carry the load. The group is composed of individual group members, not of high brass.

The survival of a group depends upon the ability of its individual members to control their environment and to insist that the other group members also control theirs.

This is the stuff of which survival is made.

A sane group, knowing and using their technologies of handling men and Mest, cannot help but control their environment.

But. this depends upon the individual group member being sane, able to control his Mest and those around him and using the tech of life, the tech of Admin, the tech of specific types of activity.

Such a group inevitably inherits the culture and its guidance.

L. RON HUBBARD

Founder

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HCO POLICY LETTER OF 19 JANUARY 1971

Remimeo

Personnel Series 17

Org Series 21

DUPLICATING FUNCTIONS

All you have to do to run out of personnel, finance and get no production is to duplicate the same functions that give the same product in an org.

Take three orgs side by side under the same management. Only if each Division of each org had entirely different products would this be possible.

Now let's do it wrong. Each of these 3 orgs has an HCO and full personnel duties. Each separately promotes. Each has its own Finance Office, each has its Production Div producing the same products. Each has its own Correction Div-the place in general would be very overmanned, yet each Div would be undermanned for its full functions. The product would be terrible if it existed at all. Morale would be ghastly, inter-org collisions continual.

The right way would be to work out the different products and then assign them to one or another of these orgs. One org would have to be the source org that produced the other two. One org would have all the finance with liaison only in the other two orgs. One org would have to hire, hat and train with only liaison in the other two. The orgs would have org bds which *had* the function but under it would be the note "Liaison with " source org-

In the impatience and emotion of organizing one org tends to individuate and establish a duplicate function because "it can't get service". This begins the catastrophe. Now they'll all begin to go broke while having men bulging out of the windows.

In looking over potential insolvency, look over duplicate functions.

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HCO POLICY LETTER OF 25 JANUARY 1971

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Org Sedes 22

SQUIRREL ADMIN

When a squirrel is given a circular wheel he will run in it 'round and 'round and round. He gets nowhere.

When persons in an organization do not know organizing or their org board or hats, they go 'round and 'round and 'round and get nowhere.

There is no valuable production. There is no money.

When you have an organization that has no valuable production you know that the people there go 'round and 'round and 'round and get nowhere.

They are squirrel administrators.

STANDARD ADMIN

There are right ways to handle a group. This is the single fact which most often escapes people attempting to handle groups.

Also, for every correct solution there can be an infinity of wrong solutions.

The right way is a narrow trail but strong. The wrong ways are broad but all lead into a bog.

You could "fix" a radio by hitting it with a sledge hammer, putting a hand grenade in it or throwing it out of a 155th story window. The number of wrong ways you could "fix" it would be infinite.

Or you could find out what was wrong with it and replace the part or properly correct it.

The difference between the wrong way and the right way is that the radio, wrongly "solved", doesn't work. The radio correctly solved works.

So the test of the wrong way or the right way is whether or not the radio then worked.

This is the basic test of all administrative solutions. DID THEY WORK?

When experienced persons, working from basic theory, have evolved a technique for handling a situation which routinely now handles that situation, we have now a STANDARD ADMINISTRATIVE ACTION.

When that situation appears, we apply that solution and the matter gets handled.

The test is, did the solution work?

Solutions that work and are therefore routinely used to handle the situation to which they apply are then called STANDARD ADMIN.

A multitude of these correct solutions are used in STANDARD ORGANIZING. The Org Board, the hats, Comm lines, Comm Centres, Comm baskets, despatch forms, routing forms, Inspection actions, promotion actions, central filing, customer or visitor

handling, selling, collecting income, paying bills, inventorying, doing finance reports, handling raw materials, training persons to handle and properly change materials, correcting or improving staff competence, correcting organizational form, inspecting reviewing and handling failed products, handling contacting and converting the publics, establishing and using field distributors and salesmen, providing public services, maintaining contact with the original and basic technology, handling rivals and opposition, and running the organization in general all have standard actions.

Now, glancing over the above rough list, you see we have hit the high spots of a 21 department, 7 division org bd.

Each is a standard solution to continuing and recurring problems.

Each contains numerous standard solutions to the recurring problems associated with them.

Underneath all this is basic theory and around it is survival and potential success.

USE OF STANDARD ACTIONS

The difference between a successfully viable organization with cheerful and cared for staff and a limping scene is standard and squirrel administration.

If standard admin is successful then why is it sometimes not used.

First the data has to exist, be available and known.

Next the data has to be used.

At first glance this may seem so clear cut that it cannot go wrong. But one must look a bit further.

One is dealing with a variable called Man. One is working in a world full of noise and conflict.

Certain personalities do not want the group or the organization to succeed (see HCO B 28 Nov 1970 Psychosis). This problem has been so great amongst men that every historical culture-each one an organization-has died. About ten to twenty percent of Mankind, at a broad guess, fit into this category.

In this universe it is easier to destroy than to construct. Yet the survival of life forms depends on construction.

To overcome this Man has developed technology and the cooperative effort known as organization.

The forces of the physical universe can be channeled and used only with technology.

The forces inherent in life forms can succeed only when channeled and aligned with one another-

Therefore to succeed a group must have the technology it uses available and known to it. And then use it.

From this one obtains the agreement and alignment necessary to generate the group action and production which brings about success.

NON-CONFRONT

When a group member has the data, the bar to his using it would be his own disagreement with the group succeeding or, more frequently, his inability to confront things.

EXAMPLE: Two group members are quarreling. A third group member seeks to handle it. Even though he knows the technique (third party law), his own inability to confront people makes him fail to use the correct solution and he backs off.

In backing off he thinks of some non-confront non-standard "solution" such as firing them.

He has become a squirrel administrator.

EXAMPLE: The plant machinery is in bad shape. It is deteriorating to such an extent that it soon will cease to run. The mechanics plead for money to repair. The plant manager unfortunately cannot confront machinery-he not only "doesn't know about it" but it frightens him. He does not financially plan its full repair on a gradient back to an ideal scene. He simply dreams up the vague hope a new type will be invented. He does nothing. The machinery now costs more to run than it produces. The plant fails. The plant manager was a squirrel administrator.

So we have various causes of failure:

1. A secret desire to destroy.
2. The non-existence of technology.
3. Non-availability of the technology.
4. Ignorance of the technology even when available.
5. Failure to apply the technology even when available and known because the being cannot or does not confront the people or the portions of the physical universe concerned.

The existence of any of these things brings a group toward squirrel administration

Natural cataclysms or political or social catastrophes or upheavals are the other two points which can bring about a failure but even these can be planned for and to some degree handled. The future possibility of these must also be confronted in order to be circumvented.

Any successful organization will be fought by the society's fancied rulers or enemies. This is something which should be taken in stride. The ability to confront these discloses that standard administrative actions exist for these two.

DRILLS

Thus an administrator or staff member, even when the group's tech is available and known, must be able to confront and handle the confusions which can occur and which invite a turn away and a squirrel solution.

Even this situation of the inability to confront and handle can be solved by third dynamic (group) drills and drills on the sixth dynamic (physical universe).

The drills would be practices in achieving general awareness and confronting and handling the noise and confusions which make one oblivious of or which drive one off and away from taking standard actions.

COMPETENCE

Competence is increased in the individual and the group by successes.

Successes come from anticipating the situation and handling it.

Standard Admin is the key to competence and successes in an organization.

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Remimeo

Org Series 23

LINES AND TERMINALS

There is a scale concerning Lines and Terminals.

ASSOCIATED TERMINALS

Handling flows and correctly changing particles.

GROUPED TERMINALS

LINES

PARTICLES

SIGNIFICANCES

FALSE TERMINALS

MISDIRECTED LINES

WRONG PARTICLES

FALSE SIGNIFICANCES (RUMOURS)

MYSTERIOUS TERMINALS

CHAOTIC LINES

MENACING PARTICLES

DANGEROUS IMPRESSIONS

NON-EXISTENT TERMINALS

NON-EXISTENT LINES

NON-EXISTENT PARTICLES

UNCONSCIOUS IMPULSES

THE CHAOS OF UNHAPPY NOTHINGNESS

Any organization and any individual staff member thereof is somewhere on this scale.

The trick of the scale is the awareness factor. At a position on the scale, the being or org is NOT AWARE of the scale levels above him.

Thus an organization *at* "Mysterious Tenninals" is unaware of "False Significances" or anything else above "Mysterious Terminals". Thus an org or individual at "Mysterious Terminals" is unaware of any falsity or any oddity in significances or ideas. Any level is the effect of any level ABOVE IT.

Any level is slightly at cause over any level below it.

Thus a well organized group is not at effect and can make an effect upon any group below it in awareness on the scale.

CAUSES

There are several causes for lower positions on the scale.

The first cause is degree of *personal aberration* where a personnel is willfully throwing the terminals, lines, particles and significances into disarray. Show me how he regards terminals, handles particles or routes and I will know how sane or crazy he is. The significances given to terminals, handling particles and lines is a direct index of sanity.

The second cause is *unawareness*. Drills on lines and terminals were once thought to *improve* awareness. This is no longer held to be true. Drills have to be done to BRING ABOUT awareness. People are not naturally aware of other people, lines, various particles or ideas. Due to a century of psychological instruction from childhood that they are animals and after thousands of years of the "upper classes" regarding them as such, people tend to favor a dangerously low or non-existent awareness. A sort of jurisprudence has been in effect that it is safer to be unaware as then one is "not guilty". A humanoid who has just run over a child has a first response of "I didn't see him". This is highly non-survival. If one never notices safes about to fall on him he is soon dead. And painfully so. Unawareness is a sort of blindness where the person looks like he is looking but sees nothing. Degrees of this exist. One can make a terrible lot of errors with this. Mr. A appears to the observer to be noticing, smelling things and

hearing whereas he *registers* no sights, has a blind nose and tunes out all sound. "Did you read it?" "Yes." "What did it say?" And you hear a lot of things then that weren't on the paper. There are even degrees of registry. A person appears to see and yet doesn't. A person appears to see and on being asked will say what he saw but can be unaware of seeing, registering or saying he saw! This drives teachers quite mad. One has the glib student who can parrot but cannot apply. This is a surface registry without awareness. Thus drills such as the Admin Training Drills or Dummy Runs on lines are needed to bring about awareness. A few very sane fortunate fellows can see, register, understand and handle correctly without any drills at all. Others need drills to Bring About Awareness below a superficial response. To unaware people, terminals, lines, particles and significances just don't exist.

The third general category is *delusion*. One sees A and believes it to be G. This is a lower band of self protection. Some workers (an awful lot of them) will only take jobs which are mechanical "so they can day dream". Their concept of a terminal is an altered terminal. A line goes somewhere else. A particle is something else. And an idea is really another idea. Such people are incapable of duplication. Say "I see the cat", they hear "Cars are dangerous". They aren't really crazy. They just register alterations of what they perceive.

The person who can attain the state of awareness of terminals as they are, lines as they should be, particles as they exist and significances that are the intended significances are very valuable people. An ideal group can be made up of such people.

CONSTRUCTIVE ACTIONS

An organization consists of terminals, lines, particles and significances.

An AGREEMENT factor has to be established and the group has to be aware of it and use it.

This agreement factor would consist of 1. Purposes of the Group.

2. A list of the hats including a short statement of the purpose and function of each post.
3. A full list of the particles handled by the Group and the changes expected at each point of flow.
4. The flow lines of the particles being handled and changed.
5. The significances (technologies) of the group to form, flow and change particles.

If an Org Officer does not compile these five things and make them fully known and agreed to by all in the group, no organization will form or work.

Thus the PLAN of the group has to be laid out and drilled and known or no organization will form.

One will just have a group of individuals colliding with each other with no production.

The greatest source of confusion in a group are intermediate seniors who knock hats off faster than they can be gotten on and lines out before they can flow, all simply out of ignorance of the general plan of the organization.

Those who cannot perceive one or more of the above five points or bodies of data have to be drilled into awareness of them and dummy run.

Those who are quite crazy will frantically fight the hatting, stringing of lines and changing of particles and will inject mad significances into it all.

So the answer to how to make a group into an organization is to handle the insane one, prepare the five layouts named above, drill and dummy run *everyone* in the group on its *entire* pattern and expertly hat the specialist actions required at each point of change.

Then one has an organization that can produce and be viable.

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Remimeo
Prod Org Hats
Tech Hats
Qual Hats

Org Series 24

LINE DESIGN
HGC Lines, An Example

The present lines for the HGC in any org are the subject of HCO B 5 March 71, C/S Series 25, "The Fantastic New HGC Line", which is to be considered part of this policy letter.

This modifies early Tech Org Boards to some extent.

The old line in '65 policy did not include a Case Supervisor as such and shunted failed pcs to Qual Review.

Today Tech does its own pc repairs and Qual concentrates on Cramming HGC auditors as well as students. Qual can also cram the Tech C/S.

It is completely amazing that a statistic ceiling on well done auditing hours delivered could not have exceeded 250-300 well done hours a week no matter how many auditors were hired or posted. The post of the C/S overloaded and the D of P post could not function well without overload.

The new line is capable of a statistic ceiling of 600 to 800 well done hours a week. After that a new second HGC is manned fully and given new space.

The importance of a properly formed line, traveling in correct sequence is then driven home.

An Improper line will reduce the statistic ceiling by 1/2 to 1/3 of what can be achieved by the same number of people.

The overload of seniors usually occurs because of improperly set up lines.

Lines are invisible to most people and they are unable to conceive of them until given full drills.

Unless this new C/S line is used you will not be able to average more than 250 well done hours a week no matter how many auditors you put in the HGC. The auditors will be idle, confused and causing upsets.

If an org cannot get more than 250 well done hours a week, it will find that it cannot really make money from processing.

Thus the new line will give volume, quality and viability in processing pcs.

Advantages of the line are that one HSST can handle up to 30 auditors. The earlier ceiling was eight or ten auditors.

With higher volume, backlogs vanish rapidly.

The Admin personnel in the line can be afforded.

Line design, then, is a strong and unsuspected cause of low statistic ceilings.

Product and Org Officers must be intimately familiar with this HGC line. And they must be aware of the fact that faulty line design can cripple an org's income and overload its posts and excellent line design can double the stat ceiling in any department while lightening the load-

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Org Series 25

Personnel Series 19

LINES AND HATS

It will be found that in organization there are *many* major factors involved.

The following three, however, give the most problems:

- 1 . Personnel
2. Hats
3. Lines.

Technology is a subdivision of both personnel (who may have to be specially trained before they can be considered personnel) and hats (which are mainly admin technology and line functions).

To solve any problem, one has to recognize what the problem is. One cannot solve problem A by trying to solve problem B or C. Example: Problem: broken down car. You cannot fix the car by repairing the kitchen lino. Example: You cannot floor the kitchen by fixing the car.

All this may seem obvious when obviously stated. But there is a more subtle version. ANY PROBLEM THAT DOES NOT SOLVE IS NOT THE PROBLEM. There must be some other problem.

Locating and isolating situations (problems) in an organization is the technique of the Data Series. That technology will find for one the problem that should be solved.

As there are three major organizational factors these then also form the core of all organizational situations (or problems, same thing).

Each one of these is its own zone-personnel, hats, lines,

Each one has its own problems. There are situations in personnel. There are situations in hats. There are situations in lines.

They are related. They are not identical.

You will find you cannot wholly solve a problem in lines by solving personnel. You cannot wholly solve a problem in hats by solving lines. You cannot wholly solve a problem in personnel by solving the other two.

Example: Production hours are down. 15 new personnel are added to the area. Production stays down. It was a problem in lines.

Example: Confusion reigns in the pipe shop. The lines are carefully straightened out. Confusion still reigns. It was a problem in hats.

Example: Broken products are wrecking org reputation. Hats are carefully put on. Products continue to be broken. It was a problem in personnel.

Example: The org stays small. Executives work harder. The org stays small. It was a series of problems in personnel, hats and lines, none addressed at all.

You will see symptoms of all this in various guises. The test of whether or not the right problem was found is whether or not production increased in volume, quality and viability.

In actual practice one **works on all three** of these factors constantly -personnel, hats and lines-when one is organizing.

You will find with some astonishment that failure to have or know or wear or do a *hat is* the commonest reason why *lines* do not go in. That personnel is hard to procure and train because hats and lines are being knocked out. That hats can't be worn because lines or personnel are out.

Situations get worsened by solving the wrong problem instead of the real problem. In the Data Series this is called finding the right *Why*.

Organizational problems center around these three things in the broadest general sense. More than one can be present in any situation.

Production problems are concerned with the particles which flow on the lines, changed by the hatted personnel, with consumption and general viability. So to make a full flow from organization through to distribution, one would add raw materials, changed state of materials and their consumption. Organization is not an end all. To have value it must result in production.

But when personnel, hats and lines are not solved, production is very difficult. Therefore to get production one must have an organization to back it up. And personnel, hats and lines must exist and be functional. If these exist, the rest of the factors of establishment can be brought into being.

It goes without saying that organization involves other problems like space, materiel, finance, etc. These and many more also enter into "whys" of no production. But dominating others are problems in personnel, hats and lines. Others tend to solve if these are handled and organized.

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Org Sedes 26

VALUABLE FINAL PRODUCTS

By definition, a Valuable Final Product is something that can be exchanged with other activities in return for support. The support usually adds up to food, clothing, shelter, money, tolerance and cooperation (good will),

On an individual basis this is easy to grasp. The individual produces a product or products which, flowed into the Dept, Div, Org, company, community, state, nation or planet, then returns to him his pay and good will or at least sufficient good will to prevent his abandonment or destruction.

Long range survival of the individual is attained in this fashion.

A Valuable Final Product (VFP) is valuable because it is potentially or factually exchangeable.

The key word in this sense is EXCHANGEABLE. And exchangeability means outside, with something outside the person or activity.

A valuable final product could as easily be named a VALUABLE EXCHANGEABLE PRODUCT.

Sanity and insanity are matters of motive, not rationality or competence. The sane are constructive, the insane are destructive.

Thus insanity on the part of the potential receiver of a VFP can prevent an exchange of a final product the receiver should be able to use and for which he should be willing to give active support and good will to the producer. Example: Man starving; you try to sell him good food at reasonable price for which he has money to pay. He tries to shoot you and destroy the food. This is insanity since he is trying to destroy the product he needs and can afford.

Crime is the action of the insane or the action of attempting seizure of product without support. Example: Robbers who do not support a community seek to rob from it supporting funds.

Fraud is the attempt to obtain support without furnishing a product.

Sanity and honesty then consist of producing a valuable final product for which one is then recompensed by support and good will, or in reverse flow, supporting and giving good will to the producer of the product.

Ethical basics, morale, social subjects, law, all are based on this principle of the valuable final product. Previously it has been "instinctive" or "common sense". It has not before been stated.

Civilizations which facilitate production and interchange and inhibit crime and fraud are then successful. Those that do not, perish.

Persons who wish to destroy civilizations promote departures from these basic rules of the game. Methods of corrupting fair interchange are numerous.

The FACTORS are the first appearance of these principles.

The Theory of the Valuable Final Product is an extension of the FACTORS.

Parts of organizations or organizations, towns, states and countries all follow the principles which apply to the individual.

The survival or value of any section, department, division or org is whether or not it follows these principles of interchange.

The survival or value of any town, state or country follows these principles of interchange.

You can predict the survival of any activity by confirming its interchange regularities or can predict its downfall by irregularities in this interchange.

Therefore it is vital that a person or a section, department, division or part of an org or an org figure out exactly what it is interchanging. It is producing something that is valuable to the activity or activities with which it is in communication and for that it is obtaining support.

If it is actually producing valuable final products then it is entitled to support.

If on the other hand it is only organizing or hoping or PRing and is not producing an interchangeable commodity or commodities in **VOLUME or QUALITY** for which support can be elicited and even demanded, it will not be VIABLE.

It doesn't matter how many orders are issued or how well org boards are drawn or beautiful the plans to produce are made. The hard fact of production remains the dominant fact.

How well organized things are *increases* production volume and improves quality and thus can bring about viability.

But it is the Valuable Final Product there and being interchanged that determines basic survival.

Lack of viability can always be traced to the volume and quality of an actual valuable final product.

Hope of a product has a short term value that permits an activity to be built. But when the hope does not materialize, then any hoped for viability also collapses.

One then must organize *back* from the actually produced product.

For instance, a technical subject is capable of producing an exact result.

IF persons are trained to actually produce the result AND THE RESULT IS PRODUCED then one can exchange the technicians with the community for support.

If the result is produced (by training the technicians well) then the result can be interchanged with an individual for support and good will.

Where any of these factors suffer in volume or quality then an interchange is difficult and viability becomes uncertain.

As individuals, communities and states are not necessarily sane, upsets can occur in the interchange even when production is occurring.

Therefore the producer has a stake in maintaining the sanity of the scene in which he is operating, and one of his valuable final products is a scene in which production and interchange can occur.

The basics of valuable final products are true for any industrial or political or economic system.

Many systems attempt to avoid these basics and the end result would be disaster.

The individual, section, department, division, org or country that is not producing something valuable enough to interchange will not be supported for long. It is as simple as that.

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FEBC Checksheet
Starrate

Org Series 2 7

HCO ESTABLISHMENT FUNCTIONS

HCO means HUBBARD COMMUNICATIONS OFFICE.

The elementary and very simple actions of HCO are contained in this:

It is really hCo.

C = Communications.

To have Communications you have to have TERMINALS.

Flows can ONLY occur when terminals are rock steady and STABLE. There can be NO flows and NO power without steady terminals. Hence, Comm cannot occur without stable terminals.

The **ORG BOARD** is the pattern of the terminals and their flows. So you have to have an Org bd. And the Org bd must in truth be a representation of what is in the Org.

The Org Bd shows where what terminals are located in the org so flows can occur.

HCO has recruitment which means it gets people from OUTSIDE the org to be placed as terminals in the org = posts.

HCO has the posting of the Org Bd and designating the spaces in the org so that flows can occur.

Hatting is a prime function of HCO because otherwise the terminals won't know what they are supposed to be doing or what flows they handle or how.

HCO has INSPECTION to see that the flows are going right and that terminals are functioning.

Ethics exists to handle gross outnesses in flows.

Then routing can occur.

Then production can occur.

In essence that is ALL there is to an HCO.

If it realizes its key is C for Communications and that Comm requires terminals and an org bd so that flows can occur then HCO will function.

This action of putting in terminals is called ESTABLISHING.

Thus HCO is the Establishing division.

DIS-ESTABLISHING

If HCO does not know this and if it makes numerous errors or alters importances away from this, it DIS-ESTABLISHES the org.

DIS = Take apart.

ESTABLISH = Put there.

DIS-ESTABLISH = Take apart what is put there.

Thus Dis-establish means to take out terminals and tear things up.

In using the org itself as a source of personnel, then an "HCO" tears things up far faster than it puts things there.

HAS

The HCO Area Secretary, HAS, has the function of ESTABLISHING THE ORG.

That means to find, hat, train, apprentice persons from OUTSIDE the org, to locate them in the org and on the org bd and then route the raw materials (public people in this case) along the line for production, which means changing particles into a final product.

If HCO *establishes* the org then all will be well.

If it fails to recruit or hat or org bd or route or distribute comm or police the lines, the org will stagger or fail.

The HAS is responsible for seeing that HCO establishes the org.

An HAS who is doing anything else is DIS-ESTABLISHING,

HCO EXTERNAL

HCO has the incoming and outgoing flow lines as well.

This gives it Address. This means the *location* of the terminals OUTSIDE the org that the org contacts.

This in itself is an Org Bd.

The HAS must insist that the outside terminals are also established.

This gives an international network of flows amongst terminals.

WHAT is produced and WHAT flows on the lines is the business of other terminals outside HCO unless these threaten the functions of HCO.

SIMPLICITY

Now if you think there is anything more to it than this, work and work and work to do it in clay, clean up the misunderstood words and become thus able to envision and handle it.

Many policies exist about HCO. There is a lot of Admin tech connected with an HCO but ALL OF IT is entirely and completely concerned with how to establish an HCO and an Org.

This P/L should be known, known, known and any further confusion would be plainly the result of personal aberration such as an inability to conceive of a terminal or a space or a thirst for confusion only found in very batty places.

The functions of an HCO and the duties of an HAS are so elementary and so plain that they cannot be misunderstood even by experts.

HCO Establishes the Org.

That is the basic thing to know.

The techniques of how it is done are well recorded and broadly issued.

HCO does NOT Dis-establish the org.

HCO does NOT leave an org un-established.

HCO ESTABLISHES THE ORG.

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HCO POLICY LETTER OF 29 JULY 1971

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Org Series 28

Personnel Series 21

WHY HATTING?

A few days ago when I found that musical chairs and flubbed hatting had unstabilized some areas, I wondered whether or not this might stem from some social aberration that was very general in the societies in which we are working.

And it seems to have been the case. I worked on it a bit and found this:

LAW: THE POWER OF A THETAN STEMS FROM HIS ABILITY TO HOLD A POSITION IN SPACE.

This is quite true. In Scn 8-80 the base of the motor is discussed. It holds two terminals in fixed positions. Because they are so fixed, power can be generated.

If a thetan can hold a position or location in space he can generate POWER.

If he cannot, he cannot generate power and will be weak.

We have known this for 19 years. It applies here.

Observation: MODERN SOCIETY TENDS TO CONFUSE AND UNSTABILIZE PERSONS WITH ITS HECTIC PACE.

Observation: BEINGS WHO ARE AFRAID OF STRONG PEOPLE TRY TO WEAKEN THEM.

Observation: PERSONS WHO ARE PUSHED AROUND FEEL THEY CANNOT HOLD A POSITION IN SPACE.

Observation: PEOPLE HATE TO LOSE THEIR POSTS AND JOBS. THEY FIND IT DEGRADING.

In processing picking up this chain of lost positions achieves very good gains and rehabilitates a person's ability to hold a job.

LAW: BY GIVING A PERSON A POST OR POSITION HE IS SOMEWHAT STRENGTHENED AND MADE MORE CONFIDENT IN LIFE.

LAW: BY LETTING A PERSON RETAIN HIS POST HE IS MADE MORE SECURE.

LAW: BY HATTING A PERSON HE IS GREATLY STRENGTHENED AS HE IS HELPED TO HOLD HIS POST.

A basically insecure person who feels he is unable to hold his position in space, is sufficiently strengthened by hatting to feel secure enough to do his job.

LAW: HAVING A HAT, BEING HATTED, AND DEMONSTRATING COMPETENCE MAKES A PERSON FEEL CAPABLE OF HOLDING HIS POSITION IN

SPACE AND HE BECOMES MORE STABLE, CONFIDENT IN LIFE AND MORE POWERFUL.

LAW: UNHATTED PERSONS ON A POST CAN BECOME CRIMINAL ON THE POST BECAUSE THEY FEEL INSECURE AND BECOME WEAK.

When a person is secretly afraid of others he instinctively will not hat them or hats them wrongly and tends to transfer or move them about.

When a person is insecurely posted and insufficiently hatted he can try to weaken others by trying to prevent their hatting and trying to get them transferred or even dismissed.

This is apparently the social aberration at work.

The answer to a sane org and a sane society is not welfare and removal. It is

Recruit them Train them Hat them Apprentice them Give them a post.

This is so strong in truth it would de-aberrate the bulk of the crime out of a society.

And it sure will put an org in POWER.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 AUGUST 1971
Issue III

Remimeo

Org Series 29

INFINITE EXPANSION

There is no reason whatever to ever contract or reduce the size of an org except covert destruction.

In theory there is no limit to the size of an org.

The 1967 Org Bd is capable of expanding to 200,000 staff members!

For our purposes, there is no real limit to expansion.

So long as property purchase does not commit future income dangerously and so long as HASs keep the Admin Staff in a ratio of two to one Technical staff, there is no limit to expansion.

So long as Cash bills is kept more cash than bills there is no limit to expansion.

So long as the staff produces what their posts call for there is no limit to expansion.

So long as you DELIVER in Quality what you SELL there is no limit to expansion.

So long as you keep standard on Admin and keep standard on Tech, there is no limit to expansion.

So don't get frightened, don't fire people, don't cut back. Understand the above and the *whole of* this Policy Letter. And there is no limit to expansion.

So EXPAND.

L. RON HUBBARD
Founder

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 JULY 1972
Issue 11

Remimeo

Establishment Officer Series 22
Executive Series 14
Org Series 30

EST 0 FAILURES

For several months I have been studying the Est 0 System in operation and have finally isolated the exact points of any failures so they can be turned to successes.

PUTTING IN THE SYSTEM

An Est 0 returning to an org can crash it.

The exact reasons for this are:

A. The Execs who heretofore did organizational work say, "Ali, here's the Est 0 System at last," and promptly drop their organizational and personnel actions.

Yet here is this lone E Est 0, no divisional Est Os, no one trained to support him.

The right answer is when an E Est 0 goes into an org where there are no Est Os or only a TEO or QEO, he must gather up the Execs and tell them it will take him weeks to recruit and train Est Os and that THEY MUST CONTINUE ANY ORGANIZATIONAL ACTIONS THEY ARE DOING and that the HAS IS STILL ESTABLISHING THE ORG.

Otherwise they let go their lines.

B. The new E Est 0 takes key production personnel from the divisions to be Est Os and they crash.

The answer to this is to RECRUIT the new Est Os.

This is easier than it looks if you recruit idle area Auditors to be Est Os.

If you do this remember that they went idle as auditors because they had out-Ethics, were PTS, had misunderstands and out TRO. To get them you do a 3 May 72 P/L, a 5 April 72 P/L, Method 4 on their Courses and make them do real TRs, especially Zero. And they'll be ready.

You get a list of Area Auditors and contact them and do the above on them and you'll have Est Os who are half trained already.

Failing this or in addition to it just plain recruit.

C. The first post a new E Est 0 should take is Dept 1.

He does NOT "hat the HAS" or "just do programs". He rolls up his sleeves and WORKS as Director of Dept 1.

He recruits, he posts up Dept 1. He hats the hell out of Dept 1.

He makes a Department I that really really flows in personnel, puts up org bds and hats.

WHEN he has a Department I FUNCTIONING he can begin to recruit Est Os as well as other org staff.

If he can't get a Dept I whizzing he has no business being an Est 0, does he?

He does NOT put in Dept 2 or act as Dept 3. He makes the HAS handle these.

With a *strong working* Dept 1, an Est 0 System can then go in.

D. Musical Chairs is the commonest reason any org collapses.

A "new broom sweeps clean" complex will wreck any org.

An E Est 0 on arrival, taking over Dept I FREEZES ALL PERSONNEL TRANSFERS. He does not permit even one transfer.

The only exception would be where a musical chair insanity has just occurred. If this was followed by a stat crash then one **REVERTS THE ORG TO THE UPSTAT PERIOD** and *then* FREEZES PERSONNEL TRANSFERS.

But before one reverts one must Evaluate the earlier period by stats to be sure it WAS the upstat period.

By freezing personnel one protects what he is building.

Almost all musical chairing is the work of a suppressive except when it is the work of an idiot.

E. Anyone trying to hold Dept I in a personnel starved org is holding a hot seat as any HAS or Personnel Director can tell you.

Body traffic to this Dept in any medium sized org defies belief.

It looks like Grand Central Station at the rush hour.

'I have to have -' "Where is my Cse Super -" Etc Etc Etc is the constant chant.

You can spend the whole day interviewing staff execs and get nothing done.

There is a right way to do all these things and a billion wrong ways.

Obviously the answer to all their problems is to get and train new people. Yet how can one in all the commotion?

90% of these requests are from people who are not hating and using the people they already have.

The right way is on any new personnel demanded one gets Dept 3 to do an Inspection and Report Form for people in the area of the exec doing the demanding. You will find very often unhatted, untrained and wasted personnel and many outnesses.

You hold the line on personnel by saying: "Handle these unutilized or half working staff or these outnesses. You are here on my procurement board as entitled to the (give priority, 3rd, 8th) person we hire or recruit."

And get industrious in recruiting, using all standard actions for that is the only way things can be solved.

Most orgs would run better on less people because the personnel are not hatted or trained. One org, two years before this writing, made *four* times as much money on *half* the personnel it now has.

Unhatted, the staff is slow and uncertain. Unproducing, the Div heads demand little.

But they sure can scream for more personnel!

No org ever believes it is overmanned.

F. Some Divisions (like the usual Treasury or Dissem) can be undermanned. Key income posts most often are empty.

When one mans up an org one sets priorities of who gets personnel.

This is done by **PRODUCTION paralleling**. One mans up against production.

New people come in through Div VI. They are signed up by Div II. Delivery is done by Div IV. Money is collected by Div 111. That gives you a sequence of manning up.

You man income and delivery posts with new hirings.

The E Est 0 is trying to get in a Dept I so of course he gives this a priority as well.

Until the Income is really rolling in and the delivery rolling out, one does very little about other areas.

Having gained VOLUME, one now begins to Man up for Quality. This means a Cramming and a WC Section in Qual. It means more HCO.

One now hits for future quantity by getting auditors in training, more upper execs in training.

When the org is so built and running and viable it is time the whole Est 0 System got manned up.

G. Every 5th person hired on an average should be put in Dept I as a *Dept I* extra personnel who does Dept I duties and trains part time as an Est 0.

This gives the E Est 0 additional personnel in Dept 1.

It also begins an Est 0 right.

His most essential duties as an Est 0 *are* Dept I type duties.

You eventually have a bulging Dept 1. You have a basic Dept I that functions well and will continue so. You have the Est 0 trainees who are working in Dept I as Dept I personnel. And you have of course some new people who are HCO Expeditors until they get in enough basics for real regular posting.

This makes a fat Dept I and proves one can Est 0!

SUCCESS

If an E Est 0 introduces the Est 0 System exactly as above and in no other way, he will be a success.

Like an auditor varying processes or altering HCO Bs, a new E Est 0 who varies the above will bring about disaster.

Where E Est Os have gone into orgs other ways or where the system has been varied, stats have crashed.

By going in this way, as above, it can be a wild success.

How fast can you put in an Est 0 System? It takes months of hard work. It depends really on how good the E Est 0 is at recruiting, org bding and hatting.

If he's good at these things the time does not stretch out to forever.

For comparison, it took half a year each to build DC, Johannesburg and SH to their highest peaks. They were all built from a Dept I viewpoint of recruiting, org bding and hatting hard enough to get production.

So this is the oldest pattern we have-Dept I evolves the org.

When the org gets too big Dept I loses touch. You extend it into each Div and you have the Est 0 System. And you have Est Os.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 JULY 1972

Remimeo

Establishment Officer Series 23
Executive Series 15
Org Series 31

THE VITAL NECESSITY OF HATTING

On a graph analysis of past stats, my campaign on hatting where a hat was a checksheet and pack apparently introduced a steady rise of the International Gross Income.

Studying this further I discovered a new basic, simple fact: HATTING = CONTROL. A person who is hatted can control his post.

If he can control his post he can hold his position in space-in short, his location. And this is power.

When a person is uncertain, he cannot control his post, he cannot control his position. He feels weak. He goes slow.

If he can control his post and its actions he feels confident. He can work effectively and rapidly.

The key is CONTROL.

Control is the ability to START, CHANGE and STOP.

When he is hatted he knows the tech of HANDLING things. Thus he can control them. He is at CAUSE over his area.

If you have an org composed only of weak wobbly posts, they tend to collapse in on each other. There is no POWER.

The org then cannot be CAUSE over its environment because it is composed of parts which are not cause. The whole is only the sum of its parts.

If all the parts are each one at cause, then the whole will be at CAUSE over its environment.

Only an org at CAUSE can reach and CONTROL.

Thus a fully hatted org can be at cause over its environment, can reach and control its fates and fortunes.

THUS THE PRIMARY TARGETS OF AN EST 0 ARE

A. ESTABLISHED ORG FORM and

B. FULLY HATTED PERSONNEL.

BASIC SEQUENCE OF HATTING Recruited or hired.

EEIF~

2. Staff Status Zero.
3. Staff Status 1.
4. Staff Status 11.
5. Posting as other than an HCO Expeditor.
6. Full Hatting with a checksheet and pack fully done with M6 and M7 and M4 Wing.
7. Eligibility for Study and Auditing (OR for staff service or study).
8. Must have a stat and demonstrated he has produced on post.
9. Objective Processes CCHs, 8C, S-C-S, Havingness, etc.
10. Drug Rundown.
11. Method I Wing, Primary Rundown or Primary Correction Rundown.
12. Administrative or Tech Training. (OEC or Auditing.)

No one should have any other training much less full time training before Step 9 in the above. (There is an exception in the Sea Org where Crew Member Checksheet is done at once after recruiting on a Deck Project Force. The other actions then follow except that Estates Project Force may be substituted instead of HCO Expeditor, but the rest of the program is the same.)

There are Time Limits placed on how long it takes to do SSI and SSII. A person who can't make it is routed to Qual where he is offloaded with advice on how to get more employable. (In the SO it is Fitness Board.)

TIME TESTED

The above is the route that has been tested by time and found good.

Other approaches have NOT worked.

Granting full time training at once is folly. The person may get trained but he'll never be a staff member. This is the biggest failure with auditors-they don't know the org. Admin training with no org experience to relate it to is a waste of time.

This was how we built every great org. And when it dropped out the org became far less powerful.

Old timers talk of these great orgs in their great days. And they will tell you all about the org boarding and hatting that went on. How the hatting officer in HCO and the staff training officer in Qual worked as a team. And how fast the lines flew.

The above steps have stood the test of time and are proven by stats.

RECRUITING AND HIRING

You *never* recruit with a promise of free courses or free auditing. Not even HASs or HQSs. You recruit or hire somebody to be part of the team.

OPEN GATE

If any opinion or selection is permitted as to who is going to be let on staff, *all* recruitment and hiring will fail.

By actual stats when you let *anyone* say, "No! Not him! Not her!" the gate shuts, the flow stops. And you've had it.

Requirements and eligibility *fail*. The proof is that when they have existed in orgs, the org wound up with only PTSs and no-case-gains!

The right answer is FAST FLOW hiring. Then you have so many that those who can't make it drift low on the org board or off. You aren't trying to hold posts with unqualified people "who can't be spared".

In a short-staffed org "looking only for the best people" the guy nobody will have gets put on an empty "unimportant" department. He's now a Director!

It only happened because you didn't have dozens.

The answer is NOT lock the gate or have requirements. The answer is HAT.

An org that isn't hatted goes weak and criminal.

Don't be selective in hiring or recruiting. Open the gates and *HAT!*

Follow the steps given above and you have it.

Don't spend coins like training or auditing (or travel) on people until they have proven their worth. No bonuses or high pay for anyone until they have reached and attained Step 8 (a good stat). The cost of such fast flow hiring is not then a big factor.

The only trouble I ever had with this was getting div heads to UTILIZE their staff. A FIRST JOB FOR AN EXECUTIVE IS TO GET THINGS FOR HIS PEOPLE TO DO. AND KEEP THEM BUSY AT PRODUCTIVE THINGS.

So I used to have to go through the org that did FAST FLOW HIRING regularly and get people to use their new people. And to move off those who could not work.

This was ALL the trouble I had with the system.

And until I enforced FAST FLOW HIRING there was always some effort by someone to close the Gate.

ALL the great executives in Scientology came up in such orgs.

With a **flow** of people the best move on up. The worst, if any, drop off.

Only orgs with restricted hiring or recruiting give trouble,

IN A FAST FLOW HIRING ORG THE HAS AND EST Os MUST BE ON THE BALL. THE BREAKDOWN OCCURS WHEN THEY DO NOT HAT AND KEEP ON TOP OF THE PERSONNEL SCENE.

Fast Flow Hiring only breaks down and gets protested where HCO and Est Os are not doing a top job. They have to really *handle* the personnel, post them, hat them, keep the form of the org.

A fully formed org in a heavily populated location would need hundreds of staff. It would make hundreds of thousands.

But only if it is fast flow hiring, hatting, holding the form of the org and only then could it produce.

L. RON HUBBARD

Founder

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[See also HCO PL 9 May 1974, *Prod-Org, Esto and Older Systems Reconciled*, on page 446, which modifies the above Policy Letter.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 JULY 1972

Remimeo

Establishment Officer Series 26
Executive Series 16
Org Series 32

**ESTABLISHING
HOLDING THE FORM OF THE ORG**

If a person who could not play a piano sat down at a piano and hit random keys, he would not get any harmony. He would get noise.

If the head of a division gave orders to his staff without any regard to their assigned posts or duties, the result would be confusion and noise.

That's why we say a division head "doesn't know how to play the piano" when he knows so little about org form that he continually violates it by giving his various staff members duties that do not match their hats or posts.

But even if one could play the piano, one would have to have a piano to play.

SPECIALISTS

Each org staff member is a specialist in one or more similar functions. These are his specialties.

If he is fully trained to do these he is said to be HATTED-

The combined specialties properly placed and being done add up to the full production of an org.

The org form is then the lines and actions and spaces and flows worked out and controlled by specialists in each individual function.

These specialists are grouped in departments which have certain actions in common.

The departments having similar functions are grouped into divisions.

The divisions combine into the whole org form.

It is *far* less complex than it looks. It would be very complicated and confusing if there weren't divisions and departments and specialized actions. Without these you would get noise and very limited production and income, and at great strain.

Take a theater as an example. There are people who advertise it; these are the public relations people; they are hatted to get publicity and make people want to come to the play; call them the PR Division. There are the producers and directors; they are hatted to present a performance and make it occur; call them the Production Division. There are the actors and musicians; call them the Artists Division. There are the property men; they are hatted to get costumes and items needed; call them the Property Division. There are the stage hands and electricians and curtain and set men; call them the Stage Division. There are the ticket sellers and money handlers and payroll and bills payers; they are hatted on money and selling; call them the Finance Division. There are the people who clean the theater and show people to seats and handle the crowds; call

them the House Division. And there are the managers and playwrights and score writers and angels (financiers); call them loosely the Executive Division.

Now as long as they know their org board, have their flows plotted out, are hatted for their jobs and do a good job, even a half-good play can be viable.

But throw away the org board, skip the flows, don't hat them and even a brilliant script and marvelous music will play to an empty house and go broke.

Why? Because an org form is not held. Possibly an untrained unhatted producer will try to make the stage hands sell tickets, the actors write the music, the financiers show people to their seats. If he didn't know who the people were or what their hats were he might do just that.

And there would be noise and confusion even where there was no protest. People would get in one another's road. And the general presentation would look so ragged to the public they'd stay away in droves.

EST 0 ACTION

Now what would an Est 0 (or an Executive Director) have to do with let us say, an amateur, dilettante theatrical company that was about to bog.

Probably half the people had quit already. And even if there were people in the company they would probably need more.

The very first action would be to Est 0 Series 16 the top men to make money quick.

The first organizing action would be to kick open the hiring door. This would begin with getting out hiring PR and putting someone there to sign people up who came to be hired (not to test and audition and look at references, but just to sign people up).

The next action would be to do a flow plan of public bodies and money. So one sees where the org form reaches. Then a schedule,.

Next action would be to do an org board. Not a 3 week job. (It takes me a couple hours to sketch one with a sign pen for posting.) **AND GET IT POSTED.**

One then takes the *head* of each of these divisions and *Hats* him on what his division is supposed to do and tell him to *do* it. NOW.

You make and post the flow plan, org bd and terminal location plan where the whole company can see them.

Chinese Drill on a flow plan to show them what they're doing and what has to be done.

Chinese Drill on the org board including introducing each person named on it and getting it drilled, what he does and who he is.

You Chinese Drill the terminal locations where each of these persons (and functions) is to be found,

You get agreement on schedules.

You now have a group that knows who specializes in what and what's expected of each.

You get the head of the whole company to work with and hat the heads of his divisions.

Now you get the heads of divisions to hat their own staffs while you help.

And you get them busy.

You then put the polishing touches on your own Dept I (Personnel PR, Personnel Hiring, Personnel Placement, org bds, hat compilations, hat library and hatting hatting hatting).

And by hatting and insisting on each doing his specialized job and getting seniors to **HOLD THE FORM OF THE ORG** by ordering the right orders to the right specialists and targeting their production and MAGIC! This amateur theatrical company gets solvent and good enough to wind up on Broadway. It's gone professional!

You say, yes, but what about artistic quality? What about the tech of writing music and acting....

Hey, you overlooked the first action. You kicked the door open on hiring and you hatted and trained. And you let go those who couldn't get a stat.

Eventually you would meet Human Reaction and Emotion and would put in a full HCO and a full Qual particularly Cramming. But you'd still do that just to be sure it kept going.

Yessir, it can't help but become a professional group IF you, the Est 0, established and made them HOLD THE FORM OF THE ORG and produce while they did it.

An Executive Director can do all this and produce too. The great ones do things like this. But here it is in full view.

A Scientology Org goes together just like that. Which could be why, when we want to get something started, we say:

"Get the show on the road!"

But there is no show until it is established and the FORM OF THE ORG is held.

You are luckier than the amateur theatrical company's Est 0. You have policy for every post and a book of it for every division and all the tech besides.

So there is no valid reason under the sun you cannot establish and then hold.the form of the org.

L. RON HUBBARD

Founder

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[See also HCO PL 9 May 1974, Prod-Org, *Esto and Older Systems Reconciled*, on page 446, which modifies the above Policy Letter.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 JULY 1974
Issue I

Remimeo

Org SeHes 33

PRODUCTION BUGS

An analysis of failures to produce in several fields showed this fault:

**EXPERIMENTING ON A STANDARD
PRODUCTION LINE.**

Example: A cook can cook 30 dishes of various types successfully. Instead of retaining these as they are and seeking on the side to create or find new dishes, the cook experiments with and changes her 30 standard dishes. The result is failed production.

Example: A musical group has 15 finished pieces of repertoire. Instead of developing totally new pieces, they rewrite their existing repertoire. The result is a failure to do good shows.

Example: An org is doing well with a standard CF letter writing campaign. This personnel is pulled off onto phones only as an experiment. The org stats crash. The correct action would be a pilot phone program using new personnel and leaving the standard actions in.

In all cases the right thing to do is maintain without variation the standard production line and if experimenting or change is to be done: pilot it on the side with people or actions that do NOT impede standard production.

There is always a better model in the research lab than there is on the production line. The only bug occurs when the incomplete and unknown model is shoved over *as* the standard production.

If on test and experience a new action, properly piloted, is better, then and only then is it *added* to the standard line.

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 13 JULY 1974
Issue 11

Remimeo

Org Series 34

WORKING INSTALLATIONS

Never unmock (take down or destroy) working installations.

A working installation is something that is operational.

The most flagrant violation of this is tearing up Div A to create Div B.

Division A is working. Somebody orders Division B to be strengthened.

A stupid or suppressive personnel person will tear up Div A to get personnel for Div B.

The correct action is to find extra or new people for the new action.

MUSICAL CHAIRS (transfers of persons around an org) is THE SINGLE MOST DESTRUCTIVE ACTION TO AN ORG'S STATS.

A failure to recruit and train new people leads one toward the destruction of working installations.

Whenever a new unit has to be made up, the failure to recruit and train shows up vividly. Essential people are ripped off their posts to form the new unit and the destruction of working installations by this action shows up at once in production stats.

It takes a great deal of work to find, hat and post people and get them experienced enough to produce. It takes a lot of work to make a working installation. But in one swoop some irresponsible personnel transfer can destroy it.

In mechanical matters the same thing applies. It takes a lot of work to make something operational. If for a while it is not used, a mechanic may rob its parts to set up something else instead of getting new parts for the something else. Then when the working installation is needed, it doesn't function and a great deal of trouble and expense is put in setting it up again. The trouble and expense is far more costly than getting the parts elsewhere.

NEVER UNMOCK A WORKING INSTALLATION.

It will be far more costly than going to a lot of trouble and expense to get the people or parts elsewhere.

L. RON HUBBARD
Founder

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[See also HCO PL I I August 197 1, Issue 11, *Personnel Series 22, Don't Unmock a Working Installation*, on page 249.1

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HCO POLICY LETTER OF 29 JANUARY 1971

Remimeo
Finance Packs
SO & Scn Orgs

Finance Series I

FINANCE BANKING OFFICERS

The Finance Office is an autonomous Office (similar to the Guardian's Office). It has representatives in every Bureaux and every Continental Liaison Office and every org, SO and Scn.

It is located on the Org Board in the Office of LRH.

Its authority stems from the corporate authority of the company and exists at company director level of the corporation.

Its representative is called the FINANCE BANKING OFFICER (FBO).

When the office is established in an area and an org is designated as part of this corporate authority (as already exists in the SO at this writing), the following procedure is followed.

The FBO verifies and collects all income received by the org from the Cashier or Income Dept, Div III, Treasury Division. This is done daily.

Appropriate receipts are given the cashier or Director of Income.

The FBO immediately banks this money in a Finance Off-ice Account or in his safe, making express and useful records of this action.

When the org or activity has undertaken its financial planning (FP) to the satisfaction of the Treasury Sec (or Purser) who can verify that the FP covers the necessities of org operation, the FP is transmitted to the Treasury Bureaux Aide or Assistant Aide. It is again verified.

Accompanying the FP from Ad Council level must be a statement of expected future income and its planning. It is upon this that the Bureau bases its authorization.

This authorization is then forwarded to the FBO complete with all papers and FP.

The FBO on his own discretion then transfers to that Org's Main Account the needed funds. This is the ALLOCATION.

From this Main Account the org now further transfers funds to its other accounts.

Any reserves being built by the org are taken from the Allocation.

The management of the Allocation remains with the org

The judgment of the FBO, based on the org's expected income as stated in the FP, and on the FP submitted, as to what amount the FBO allocates is entirely up to the FBO and is not subject to appeal. The FBO must make his experienced allowances for down periods and for the actual production of Final Valuable Products of the org.

Any cash shown on a Cash Bills Graph is cash salvaged from former allocations (org reserves) or current allocations. The cash expressed on the Cash Bills Graph of the org must exist in actuality and must be real sums that can be expended. It may not be

.c credit coming to us from an FBO" nor collectible but not received sums. Even cheques delayed in clearing may not be part of this org cash figure.

The FBO also pays from his own funds so collected from orgs, management expenses of the corporation incurred locally. These are no part of an org's expenses.

The sums and accounts of the FBO are the property of the corporation and no longer under the org's control. Allocated sums for the org are under the org's control.

Funds requested by an org FP, or by an FBO from the corporation for a specific use must be applied to that use or refunded to the FBO if not so used.

The orderliness and in-admin of a Treasury Division in an org are under the overall supervision of the Org's Treasury Sec and the Org's Treasury Sec and the state of his division and the reality of his activities are the responsibility of the Treasury Bureaux of the corporation as well as under the Executive Director or the Commanding Officer of that org or activity.

Balance Sheets and other reports are under the same responsibility as the Treasury Division but in the matter of balance sheets and tax also come under the Guardian Office Finance to which both Treasury Aides and A/Aides are answerable.

The viability of the org and area is the local responsibility of Treasury Secretaries and A/Aides and Aides of the Treasury Bureaux and, as it may seem to them to apply, the Guardian Office.

The solvency of the orgs and areas is the responsibility of the FBO.

The FBO statistics consist of cash paid in to management central reserves and the allocation -production ratio of each org and of the area.

Management reserves are used for defenses and potential refunds and management overall cost and viability.

Org Reserves are used for local emergencies or periods of down stats or large acquisitions to increase production.

The exact financial administration to bring this policy letter into full use is offered for approval to and authorized by the corporate board.

Nothing in this policy letter disturbs in any way existing Finance Policy except to modify the cashier's and Dir Income's actions in turning over all income properly accounted for to an FBO and receiving, via FP and the Treasury Sec of the org and the Treasury Bureau application, from the FBO the allocation passed upon by the FBO.

L. RON HUBBARD
Founder

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FINANCIAL PLANNING TIPS

FP need not be a burden at all.

If these five conditions exist then FP is very easy.

1. PRODUCE AS AN ACTIVITY. Look over what your products should be, particularly your Valuable Final Products, and then begin to get those products somehow anyhow. This and only this is the shining reason why you can have a decent allocation. If it is then denied you you can howl and be sure of redress. A cap in hand with no product is a sure route to chopped FP. (Example: An org with half a million collectable on its books but which didn't even send out statements had an awful time with FP. Asking for "allocations" that were really handouts, neither its FP body nor its FBO fully understood WHY, but it just seemed unreal to give it money. It was asking for money. It wasn't requesting the return to it of money it had made and was entitled to. It did not make other value so could not justify value. Therefore it "sort of looked odd" to Finance. Even Finance did not know why. The wildest example of this was the 1950 LA Foundation which, under a US Navy Ex-rear Admiral, wanted \$47,000 a week to subsidize a foundation potentially making \$80,000 a week. But he closed its doors and wouldn't run it until he could get "legal" and subsidized. Another one is DK 1969 wanting Flag to pay it \$3,000 a week to keep it going when it wasn't even sending out letters and did not even own a typewriter yet was accidentally making \$5,500 a week average. There are tons of such examples. Activities go on to government appropriation think instead of *promote-sell-collect* and *deliver* and wind up with no pay, no food, no uniforms and FP troubles and conflicts you wouldn't believe possible.)

2. KNOW YOUR FINANCE PACK. When members of FP bodies have not done their Finance Pack they get into total confusion. Further any Finance authority gets disgusted with their admin irregularities and won't regard their propositions or troubles with any seriousness. Failure to do, refusal to do a Finance Pack (which only takes a couple part time study days) can give an FP body a bad name with Finance people simply because their ignorance is mistaken for foolish proposals.

3. SEPARATE OUT DIFFERENT TYPES OF EXPENDITURE. An early FO on "Title" of various items helps clarify. Find out and get it agreed to what is covered under Title A (permanent) Title B (valuable non-expendable) and Title C (issuable or usable) and get Finance to agree to what is which and exactly what one is doing FP on and the tangle becomes easier to undo. What is Permanent Fixture? Does one FP for new ships, new buildings, vital repairs, vital spares? (Actually no, but it has to be covered in general Finance.) Is one FPing for gimmicks and oddities and possibly useful things (Title B). Or is one FPing for expendables, wages, food, fuel, papers? (Title C.) Maybe one FPs for all three BUT in the category of necessities to operate and would be nice and future hopes. Necessary spare parts for Title A that would break everything down are of course necessities. So probably should pass without question. Whereas Finance people often don't see them that way. Wages, food, uniforms, fuel are subject to cutbacks where an activity. is not able to demonstrate production. Good idea Title B usually comes in for purchase when the activity is really making the money and otherwise are a yawn. Future hopes depend totally upon one's profitable use of what one has. Once you get all this agreed to with Finance people they can't change the rules on you every FP. And a lot of the strain goes out of it. No FO or P/L could easily set up exact rules for every type of activity there is. Essentially it would be what is agreed upon between the Finance people and the FP body. The Finance people want to get cash to reserves and they resent justly a freeloader activity that has subsidize or unwise think. They want to give an activity X beans (money) and get back X beans plus. When they give out X beans and get back no beans they are hard to live with. Even a ship that produces no money directly still sells org help events and trained experienced SO members for beans from orgs. Any org would give it good hard beans for real help and trained experienced SO members. If AOLA could "buy" all the

excellent SO members **it wanted and needed from the station ship** it would be delirious with joy. But if the SS has not been making them, it has a hat-in-hand aspect to Finance people. Finance people then shift the rules around to try to get out of giving any money at all, naturally. While this is covered in No. 1 above, it also affects No. 3, this one. Everything is considered Title C, even the ship, and subject to total reduction as it does not increase Finance people's viability. So "the rules" get shifted on the FP body. If it isn't making a valuable final product that can be changed for cash with something that has cash (No. 1 above) and if it doesn't know general Finance rules (as in No. 2 above) and if it has no solid agreement with the Finance Authority on Title A, B and C, then of course FP is a nightmare for everyone concerned.

4. NEGLECTING NECESSITIES. When an FP body is not aware of the necessities of its operation and neglects to FP for them Finance people (Bureau Three Treasury and FB0s) have to do it for them. This causes a lot of bad feeling from Finance people. A new drinking fountain or trampoline mat for staff and no postage FPed for is sure to cause a lasting engrain! An FP body should have a list of vital necessities by division and FP for those first before it begins to wonder. Strangely, pay, food, uniforms are not considered necessities. They do not directly influence an activity's income. A "necessity" is what it takes to make products and valuable final products. In a cap-in-hand activity food is qualified as "some food, oatmeal maybe". Pay becomes "maybe but no bonuses ever". Uniforms become "none". Recruiting posters YES. Fuel becomes "economical amounts carefully used". Training materials becomes YES. So what's a necessity? A necessity is what it takes to make *the* valuable final product, not individual survival but group survival. So an FP body doing individuated think can get in severe FP trouble just by the nature of economics.

5. USING FP TO NEGLECT DUTY. It is a shame but true that people will excuse lack of vital action by blaming FP. "The building burned up because we couldn't get fire hoses through FP." "The main engine broke down because FP

rejectedActual tracing of such statements usually discloses the item was never FPed for at all even to the FP body or that "FP" was used as a means of escaping the work. If you buy all this blame of FP you will think FP and Finance people villainous. Actually FP is often a whipping boy to excuse not doing the job or to delay it. Failure to handle and saying it was FP when it wasn't is Comm Ev stuff. So don't let FP get a bad name unjustly. It's grim enough even when done right.

The future of any activity depends upon these five factors above. It is an economic world in which we live, regardless of "isms" like Capitalism or Communism or Socialism.

If you have these five things cared for you can do FP quite merrily.

The essence of getting money is making money in the first place. FP is the second step of what do we do with the money we make. It will never solve neglecting to make it. You always have trouble with money if you don't make any.

I hope this helps lead sane Finance bodies out of the jungle into the sun.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 17 FEBRUARY 1971

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Finance
Packs
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Orgs

Finance Series 3

BASIC FBO DUTIES

NB: HCO PL of 29 Jan 1971 "Finance Banking Officers" is No. 1
HCO PL of 13 Feb 1971 "Financial Planning Tips" is No. 2
of the FINANCE SERIES.

ORG CASH COLLECTIONS

The FBO collects the cash from Div 111.
He verifies what he has received.
He gives a receipt for it.
He writes it all down in his records, making a total list of what the monies are.
He makes out a bank deposit slip.
He goes to the bank and he deposits the money in his (Company) No. 1 account.

FP LINE

Div 111 of the org passes on and finalizes its FP and hands it via Bu 111 to the FBO who verifies it by production for himself.

The FBO writes a transfer cheque from his (Company No. 1) bank account and just transfers the FP amount to the org's bank account (Main Account).

The org's own officers are signatories on their own bank account.

The FBO and the A/G of the org; are signatories on the FBO account.

The FBO has a second bank account (Company No. 2) to which he transfers money for International Management expenses.

He transfers money from the first (Company No. 1) account to Management (not org) Reserves.

The FBO keeps an Invoice-Disbursements system on his No. 2, Flag Expense, account.

The FBO never spends any money out of his No. 1 account. Money goes into it and is transferred out of it. Only transfer cheques are drawn on it (to Management Reserves or to Org Main Account).

The FBO keeps enough float in his No. 1 account to cover bounced cheques. Cheques bounce ONLY on that account.

The minute a cheque bounces or fails to clear the FBO reports the drawer for false report and personally contacts him to establish whether the cheque should be re-presented or another cheque drawn.

This transaction does *not* go through the org Div 111 and is *not* entered on the

org's books. The org is left in the position of the customer's friend. It is the FBO who is the customer's devil.

No Div III is ever touched, approached or harassed on bounced cheques by an FBO. It is an offense for him to do so.

Div III Collections have to do with collecting Qual credit invoices and Advance Payments and any other credit advanced by the org.

BANK ACCOUNTS

Finance Banking Officer (International Management) Account No. 1. Signatories: FBO of the org and A/G of the org as well as International Officers. No org officers. Transfers only. Requires both signatories.

Finance Banking Officer (International Management) Admin Expense Account. Account No. 2. Signatories: FBO of the org, A/G of the org and International Officers. No org officers. Int Management Expenses, no org expenses. Requires both signatories.

Org Main Account. Receives only monies transferred from FBO Account No. 1, never from Cashier. Usual org signatories. The allocation received from the FBO goes into this account. All Org Expenses, salaries, etc are paid from this account.

Org Reserve Account. Receives any funds like building fund org is holding as reserves for the org as saved from allocations. Held by and signed on by the org officers.

HCO Book Account. Used as per Pol. Any monies belonging to it collected by FBO, into his No. 1 Account and transferred to HCO Book Account by him. Usual org signatories.

NO OTHER BANK ACCOUNTS.

LRH Pers Comm from notes by
L. RON HUBBARD
Founder

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[Note: See also HCO PL 4 December 1972R, Issue 11 (revised 24 January 1973), *FBO & Treasury Financial Reports*, which amends the above Policy Letter. A copy can be found in the 1973 Year Book.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 FEBRUARY 1971
MODIFIED 5 JULY 1972

Remirneo
FBOs

Dept 7
Dept 8
AGFs

Finance Series 3 - I

HANDLING OF BOUNCED CHECKS AND REFUNDS

(Modifies HCO PL, 17 Feb 71 Finance Series 3 in that bounced checks must be minus invoiced by orgs and debited to the customer's account so that service is not delivered against them until re-collected.)

This Policy Letter outlines the exact handling of bounced checks including FBO actions as would be required in connection with HCO PL 29 Jan 1971 "FINANCE BANKING OFFICERS" and HCO PL 17 Feb 1971 "BASIC FBO DUTIES".

It is a duty of the FBO to safeguard incoming monies and to ensure that all income is properly and legibly invoiced by the org and that the exact same amount is collected and receipted and banked by himself each day.

FBO records must therefore agree with and verify those of Div 3 always.

All daily income collections are thoroughly checked by the FBO before issue of any invoice of receipt.

He carefully checks the tape total of the day's income against org invoices. He checks the invoices for admin correctness and legibility. He ensures that all copies of any voided invoices are stapled to the in-series copy.

He then tape-totals the checks and counts the cash against invoice totals.

These must equal the same amount exactly.

He inspects checks for correctness of date and endorsement and quickly obtains any needed corrections.

The FBO then issues his invoice to Dept 7, made to "Dir Income" or "Cashier" in the exact currency of receipt.

He ensures that his deposit slips equal the same amount as org invoice total and the amount of his receipt for the money.

All org income is then deposited to the FBO's Finance Office Account No. 1.

BOUNCED CHECKS

Thus, any bounced checks are returned from the bank to the FBO.

The FBO receiving a bounced check from the bank debits it to the Org with a MINUS INVOICE of the same number series on which he issues his invoices of daily collections from the org.

The Org Dir Income or Cashier then at once writes his own *MINUS INVOICE* debiting the account of the person who presented the check. A copy is provided the FBO.

This protects the org from delivering services which have not in fact been paid for.

One org had on its books in excess of \$20,000 which had bounced and remained uncollected but which still showed in the customers' files as credits!

COLLECTION

The bounced check is now subject to immediate re-collection action by the FBO, who reports the drawer for FALSE REPORT and personally contacts him to obtain a new check or OK to redeposit.

The FBO makes notes of all collection actions on a single sheet to which all other related papers are attached.

When the FBO has secured collection on the check he writes an invoice crediting the org, attaching a copy to his collection notes to indicate collection complete. These are then filed.

The org Dir Income or Cashier then at once writes his own CREDIT invoice showing "BOUNCED CHECK COLLECTED" and crediting the person's org account.

The re-collected check is banked by the FBO.

WEEKLY INCOME TOTAL

Gross Income as reported on OIC is the total of monies collected *by the* org and is unaffected by bounced checks or bounced check collections.

Minus invoices for bounced checks are NOT deducted from the weekly income total and recollected bounced checks having already counted as income once are not again counted.

PACKET INVOICES

Div 3 weekly invoice tape total excludes any invoices for bounced checks or bounced checks collected.

The FBO's weekly invoice tape total excludes any such invoices but a separate tape is made by the FBO for any bounced checks and a third for any such collected that week.

FBO deposit slips for checks being re-deposited are made out separately and are so marked by the FBO to distinguish them from Org income being banked.

REFUNDS AND REPAYMENTS OF APS

Refunds and repayments of advance payments are not minus invoiced but are paid by Dept 8.

A voucher copy debiting the customer's account is placed in his accounts file.

Any monies required for such by the org must be obtained from the FBO before payment from the Org's Main Account and must be paid out that same week or returned to the FBO as unused.

Flag Finance Mission 835 for L. RON HUBBARD

Founder

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HCO POLICY LETTER OF 1 MARCH 1971
Issue 11

Remimeo
Finance Packs
FP Members
FBO Hats

Finance Series 4

INCOME SOURCES

Added to FBO duties are

- (a) Income demand.
- (b) Tracing and summarizing of present and past income sources of the org for the org.

He does this from actual invoices and promotion returns and accounts collectable files.

As a routine activity he searches old records and invoices and files to detect and revive any past income sources no longer current, as well as summarizing current income.

Results are presented to the Ad Council by the FBO.

None of this relieves the Registrar or Ad Council or Div 3 of responsibility for income and collections.

Ad Council also has copies of its departmental income sheets, posted weekly by Dept Heads against service department copies of invoices.

Ad Council statement of projected future income can now be based on a planned increase of actual past and current products and income sources and promotion successes and new income planned.

The planning by which the projected income is to be made is expressed in the FP.

An FP body and its FBO must know its products and income sources cold to be able to plan at all and to make the projected income materialize.

An FP body that can project expected income with reality and can produce an FP that will obtain increased org products and the projected income amount sensibly and realistically will have no trouble with Finance authorities.

An FP body that cannot do this will have endless trouble with Finance authorities and an FBO who cannot allocate accordingly will have endless trouble with FP bodies.

FP LINE

Added to the FP line is the FBO's prepared statement of summarized income sources of present and recent weeks and any previous income sources discovered and promotion successes insofar as they are available!

These are provided Ad Council by the FBO prior to Financial Planning. The presentation is in figures and is factual, not opinion.

Copies of such FBO reports are sent to Flag Finance Office and to Flag and CLO Data Bureaux. Ad Council now has a basis on which to plan projected future income with reality.

The Registrar has the product of Income Greater than Outgo plus Reserves and with the Dissern Sec and Dist See tries to get ideas for income, how to expand old and obtain new. This, is submitted to their Ad Council along with other income figures.

Ad Council, having prepared its statement of projected income and planned its FP, passes the FP via the Treas Sec and Bu 111 to the FBO.

ALLOCATION

The F110 looks at (a) expectancy of income as laid out by the Ad Council of the org and (b) the amount of FP. He makes his allocation accordingly.

When the org is really making the money, and can project still more with a good FP realistically planned, the FBO must take this into account in allocating for items of image and facility improvement which may not directly cause income increase but which were earned by high production and high income.

The amount of an FP is of less concern to the FBO than an increased allocation-production ratio.

Activities (orgs) that have no direct expectancy of income are put in a cap-in-hand status and demand is made to produce income and meanwhile here's a bare necessity handout. The FBO tries to get more in from the activity than he gives out by considerable.

ASSISTANT GUARDIAN

Any disagreements or outnesses in the FP are adjudicated upon by the A/G of the org or where there is no A/G by the D/Gdn Finance of the area.

Adjudication is based on current income and the reality of projected future income and the sensible and realistic planning of the expenditure that will result in that amount of gross income which has been projected.

Lt. Vicki Polimeni CS-3
from **LRH OODay** items and conference notes
for
L. **RON HUBBARD** Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 26 APRIL 1971
Issue 11

Finance & FP Hats
Bu Ills
Dept 8
Check Signers

Finance Series 5

FP ACTIVATION

FP allocation amounts become due for transfer from the FBO No. I Acct to the Org's Main Account immediately following FBO approval of the FP and allocation figure.

The FBO is generally watchful of the FP routing and handling lines and prevents any undue delays.

With the FP approved and allocation amount established, the FBO issues his transfer check AT ONCE, rapidly obtaining the needed A/G co-signature (or Exec Dir in the absence of the A/G or AGF) and delivers the check to the hands of the Treas Sec.

The Treas Sec gives his receipt and sees that the allocation check is banked AT ONCE to the Org's Main Account.

When the FP check has cleared and been credited to the Org's Main Account by the Bank, the FP as approved may be activated by Division 3. *NOTBEFORE*.

Checks drawn or POs activated against an FP for which the allocation check has not yet been deposited or cleared amounts to spending money which is not there, and violates earlier policies and falsely affects the Org's Cash-Bills Stats.

FSM commissions and any refunds due for payment follow the same principle.

Dept 8 prepares all forms and related data and applies via the Treas Sec to the FBO AT ONCE when such payments are due. The FBO rapidly verifies and *immediately* issues a check to cover valid FSM commissions due and a separate check to cover any refunds payable. His transfer voucher lists the names and amounts.

Org Officers signing FSM or refund checks have the usual check signing data to hand plus the FBO's transfer voucher showing that the Org Main Acct has received funds to cover the checks presented.

A check signer who fails to verify this point for himself risks signing checks against funds not there or allocated to other purposes.

CASH-BILLS

Cash-Bills as reported by Div 3 includes sums actually on *hand* in the 3 org accounts (Main, Reserve, HCO Book) vs Bills due and purchases newly ordered.

Thus a check signer accepting checks without evidence of FBO transfer also risks a falsely reduced Cash-Bills Stat which gives an untrue picture of the org's actual financial position.

Lt. Vicki Polimeni

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Finance Aide
for
L. RON HUBBARD
Founder

[Note: HCO PL 28 November 1972, FSM Selection Routing Form, in the 1972 Year Book, adds FBO actions of verifying FSM commissions and transferring them to the Org's Main A/C to the earlier Selection Routing Form as set out in HCO PL 9 January 1967, FSM System Administration in Organizations, Volume 3-page 337, Volume 6-page 334.1

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HCO POLICY LETTER OF 10 N

Rernimeo
Finance Packs
FBOs

Finance Series 6

FBO HAT

This policy letter outlines FBO duties and actions as given in recent issues and in early 1968 Flag Orders by which the post was initially established.

ORG BOARD LOCATION:

1. The Finance Office is an autonomous office (similar to the Guardian's Office).
2. It is located on the org board in the Office of LRH, Dept 2 1.
3. Its authority stems from the corporate authority of the company and exists at company director level of the corporation.
4. Its representative is called the FINANCE BANKING OFFICER.

(NOTE: "COMPANY" in this P/L is defined as the corporate entity of Flag. It does NOT mean the local org's corporation or the C of S.)

("RESERVES" is a company term for collected money. They may be Flag's corporate reserves but they are in actual fact the local orgs' debts being paid. On tax forms, balance sheets, etc it may be designated correctly as sums owed to the company.)

FB 0 PROD UCTS:

1. Management Reserves, hugeness of.
2. Cash to Management Reserves in acceptable range and rising in trend.
3. Increased org solvency as indicated by an increasing allocation-production ratio.
4. Flag Finance programs, projects and orders quickly and thoroughly and completely *done*.
5. Data and reports completed accurately and on time and sent to Flag and Cont'l Finance. Includes accurate and contemporary data to Data Bureau Flag and Continental.
6. The competent and terminated *handling* of local finance situations arising, by application of the related policies, and the reporting of such to Flag and Cont'l Finance.
7. Solvency of the company (Flag) in the area.
8. Financing of company (Flag) projects and actions in the area.

FBO PURPOSES:

1. To collect all org income.
2. To summarize and know the org's income sources and those necessities required to produce org products and the product of increased income.
3. To intelligently and wisely allocate sums to the org so that the approved FP results in increased org solvency and increased allocation-production ratio.
4. From increases of allocation-production, to forward large and increasing sums to management reserves.

5. To wisely handle Flag solvency in the area.
6. To expedite company (Flag) projects in the area.
7. To fully and adequately report to Flag via CLOs.

FB 0 S T A T I S T I C S:

1. Cash to Management Central Reserves.
2. Allocation-Production ratio of the org.
3. Local company (Flag) cash-bills ratio.

IMMEDIA TE SENIOR:

1. The immediate senior of an **Org FBO** is the Continental FBO.
2. The immediate senior of the Continental FBO is the Flag Finance Aide (CS-3).

FB 0 DUTIES:

1. To establish and maintain the proper uses, titles and signatories of the two FBO bank accounts No. 1 and No. 2, on policy.
2. To collect daily all sums of income from the org and to ensure that all incoming monies are invoiced and banked by the FBO before any allocation or expenditure may occur.
3. To ensure that any loans from LRH or the Corporation and any debts to them are recorded as such.
4. To verify all sums collected by the FBO against the Org's invoices for that day, and to ensure that the Org's invoices tape-totalled equal the exact amount received by the FBO.
5. To issue an invoice of receipt to the Cashier or Dir Income.
6. To keep an FBO LEDGER into which all incoming monies are entered on the left hand page for that day, giving a total list of what the monies are.
7. To enter separately (bottom, same page) and apart from current income, any bounced checks returned from the bank that day, and any bounced checks re-collected by the 17130.
8. To record on the opposite (right hand) FBO LEDGER page for the same day the exact disposal of the day's income-to the FBO No. 1 account or abroad for exchange.
9. To inspect the dates and endorsements and currency of all checks for correctness before deposit.
10. To separate out any domestic non-convertible checks from other countries if such are received, to be sent by the FBO abroad for exchange.
11. To make a deposit slip for the day's income being banked and a separate slip for any bounced checks being re-deposited.
12. To deposit all incoming monies daily to the FBO No. 1 Account.
13. To keep a consecutive record of bank deposit slips in a notebook or bank deposit book provided by the bank.
14. To file a second copy of each deposit slip with the FBO invoices for the week.
15. To package and label FBO invoices weekly to include the in-series invoices and add-strip, a loose set of copies, the week's deposit slips, and the bank debit advice for any bounced checks for the week.
16. To keep express and exact record of any amount sent abroad for exchange and to follow up each such amount until returned. Such sums having been once invoiced by Div 3 on receipt may not return via Div 3 or be re-invoiced on return from abroad as such introduces an error into income.
17. To maintain enough float in the FBO No. 1 account to cover any bounced checks returned from the bank.

18. To collect daily from the bank any bounced checks.

19. To handle all bounced checks at once by urgent and personal contact with the drawer, obtaining immediately a new check or the drawer's authority to re-deposit. It is a fast and urgent contact action with Ethics in the offing.

20. To re-deposit such sums daily by separate deposit slip to the FBO No. I account.
21. To ensure that bounced checks are collected only by the FBO and that neither the bounced check nor the re-collection of it appear in org records or org GI or Div 3 stats. A re-invoicing of bounced checks by Div 3 would introduce an error into income.
22. To threaten legal action on any long uncollected bounced check and if still uncollected to give the action over to Legal.
23. To report weekly to Continental Finance Office the amount of checks bounced, checks collected and checks outstanding, with a copy to Flag Finance Office.
24. To collect weekly from the Treas Sec a copy of the income sheets posted up by Dept heads from their Service Dept copies of the week's invoices.
25. To ensure that DEBIT invoices are also shown and clearly marked on these sheets and to ensure collection of DEBIT invoices by Div 3.
26. To weekly summarize receipts and income sources of the org for the org.
27. To search out org collection files and old invoices to detect and revive any previous income sources no longer current or dropped in volume.
28. To trace income sources to their successful promotional actions where such info is available as factual (not opinion).
29. To present Ad Council of the org with a factual summary of org income sources, to include the current week or month and copies of earlier reports and any past income sources newly discovered. This is presented prior to Financial Planning and assists the Ad Council in preparation of FP.
30. To demand income increase from the org, particularly where past successful income sources or collections have been neglected.
31. To know the vital necessities required by the activity to produce its valuable final products and particularly its income.
32. To maintain agreement with the FP body regarding Title A, B, and C expenditure and product necessities, and how these are covered by FP and general finance.
33. To receive the Ad Council's proposed Financial Planning and statement of projected income when passed as Okay by the Org Treas Sec and the area Bureau III Asst Treas Aide.
34. To inspect the proposed FP with regard to (a) expectancy of income and the plan by which it is to be materialized and (b) the amount of FP, and to allocate to the org accordingly.
35. To ensure that FP sums allocated by the FBO cause an increased income, thereby giving an increased allocation-production ratio and an increased statistic of cash to management reserves.
36. To transfer sums of expense thus approved by check to the org's Main Account.
37. To send to Flag and Continental Finance Offices a copy of the approved Financial Planning against which the allocation was made.
38. To transfer all HCO A/C income to the org's **HCO BOOK ACCOUNT**.
39. To transfer to the org's Main Account any refund monies required.
40. To transfer to the org's Main Account monies for FSM Commissions paid, these not being subject to Financial Planning.

- 4 1. To issue to the Treas Sec of the org a voucher with each transfer check, detailing the amount and intended use of the monies.
42. To recover from the org any allocation amount (except HCO A/C monies) not applied to the approved use. Sums allocated by the FBO may only be used for the purpose requested and approved and if not so used must be returned to the FBO.
43. To receive a copy of any EMERGENCY PO not covered by the org's Financial Planning but vital to org credit or promotion or product, and to deduct 125% of its amount from future allocation to the vessel or org.

44. To deduct from future allocation 200% of the amount of any EMERGENCY PO found to have been approved without any copy advising the FBO, or if the expense presented as an emergency was not an emergency in fact.
45. To collect from the Treas Sec a weekly disbursement sheet listing all vouchers and sums paid out by Div 3 during the week.
46. To ensure that the Treas Sec accounts for all monies issued to him by weekly total of expenses and cash on hand against monies from FBO that week.
47. To transfer by check from the FBO No. 1 account sums to Management Reserves and to the FBO No. 2 account for Management expenses incurred locally.
48. To see that amounts owing to Central Management for services and missions are collected and received by Flag.
49. To keep a separate invoice-voucher series for the FBO No. 2 account, including separate deposit slip records and invoice and voucher packs as with the No. 1 account.
50. To pay from the FBO No. 2 account any International Management expenses incurred locally, keeping exact and express records of these.
51. To keep accurate and flawless record of all FBO receipts, banking, transfers and disbursements- as required of any accounting activity by standard Scientology Accounts Policies.
52. To make a brief weekly summary of receipts to and payments from both FBO accounts, sending these to Flag Finance Office and keeping a copy.
53. To keep and reconcile weekly an FBO CASH JOURNAL for recording of any CASH amounts the FBO may hold on hand. A CASH JOURNAL and cash box are only for the occasional CASH disbursement, usually in connection with management expenses. FBO disbursements and transfers are normally only by check.
54. To receive checks cleared from the bank on the FBO No. 1 and 2 accounts and to tape these back into their original checkbooks onto the check stub.
55. To collect from the bank a month-end statement on the FBO No. 1 and 2 accounts and to reconcile each on receipt.
56. To tape-total, package and label monthly the FBO in-series vouchers with a loose set of copies. FBO No. 1 and No. 2 accounts each have their separate voucher series and the vouchers are packaged up separately.
57. To make a full monthly financial report to Flag Finance Office summarizing all income to and transfers from the FBO No. 1 account-to include an attached copy of the month-end bank statement reconciled.
58. To make a full monthly financial report to Flag Finance Office summarizing receipts to and disbursements from the FBO No. 2 account.
59. To include with this report a full statement of Central Management Expenses paid locally, categorized as required by Flag Finance Office, and to include a xerox or carbon copy of all such bills paid and the voucher of payment. Also attached is a copy of the month-end No. 2 account statement reconciled.
60. To provide the required weekly and monthly finance reports on time and with total accuracy so that management and org solvency and viability can be centrally summarized at Flag.
61. To provide Flag Finance Office with a copy of the signature mandates for each of the FBO accounts and to provide revised copies whenever such mandates are changed.
62. To provide Flag Finance Office with a blank checkbook on each of the FBO accounts.
63. To keep FBO accounts and funds completely secure at all times including an occasional check on bank security to ensure that only the authorized signatures are accepted.
64. To report FBO statistics promptly and accurately to **Org OIC and Cont'l** and Flag Finance Office.

65. To provide Flag and Cont'l Finance Offices with a stat analysis of the FBO statistics at the end of each stat period.
66. To know and apply Scientology Finance and Accounts policies with regard to allocations to the org and with regard to the FBO's own accounting admin.
67. To act as a STABLE TERMINAL for Flag and Cont'l Finance Offices.
68. To get Command orders and Finance Programs *DONE* quickly and thoroughly and exactly and to include in the compliance report exactly *WHAT* was done and the results.
69. To report Div 3 outnesses to CLO Bu III and to follow up the handling of these.
70. To pick up and terminatedly *handle* local Finance situations arising by application of the related policy. This is by *DOING* the handling-not writing despatches.
71. To make a brief and concise weekly report of these, stating the *SITUATION* and its *HANDLING*. These weekly reports go to Continental Finance Office for relay to Flag. A copy is made for Flag and Cont'l Data Bureaux.
72. An FBO produces raised FBO statistics, and orders and programs competently *DONE*, and reports completed accurately and on time, and situations *handled* not reasons why, and can't's, and problems.

OVERALL APPROACH

The chief concerns of an FBO are income sources, income demand and income increase.

It is factually the size of org income and the increase of allocation-production ratio that determine cash to reserves.

This does not mean that he runs the org via Financial Management. He does not.

But he *does* expect income increase and an increased allocation-production ratio from what he pays out, and if he doesn't get it, he finds out *WHY*. He finds his *WHY* in facts and figures, not opinion.

Org managers can then take all this up along with other data affecting management.

And if the FP members are well-hatted and the FBO knows his job and does it, finance conflicts resolve and the results are expressed in rising stats.

Lt. Vicki Polimeni CS-3 for L. **RON HUBBARD Founder**

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[See also HCO PL 4 December 1972R, Issue 11 (revised 24 January 1973), *FBO & Treasury Financial Reports*, in the 1973 Year Book, and BPL 10 November 1973R, *Finance Series 16R, FBO Network Organization Location*, on page 406, both of which amend the above Policy Letter.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 19 MARCH 1971

Remimeo
FBOs
FP Hats

Issue 11

Finance Series 7

**BEAN THEORY
FINANCE AS A COMMODITY**

The allocation paid out by Finance to an org or activity must *BUY SOMETHING*.

It buys more funds back from the activity than it paid out and it buys the production of that activity.

Finance is best understood as a *COMMODITY* in terms of beans.

So many beans issued to an activity and so many more beans back.

Beans do not magically materialize into more beans. What brings back more beans for those issued is the *PRODUCTION* and *INDUSTRY* of org staff and how wisely the beans are allocated.

Even the interest one earns on a bank account is earned in fact by someone's production and ability to get more beans out of an activity than are put in.

Where Finance uses its beans to buy production and industry and projected income at a cost which requires the activity to be viable it gets back more beans and a raised allocation-production ratio.

The first rule of Finance and any activity is *INCOME GREATER THAN OUTGO*.

Where Finance can skillfully apply this to the divisions and personnel of an org as well as the org as a whole the additional beans materialize because what is bought is production and the products which add up to the product of raised income and viability.

PRODUCTION

Activities that allocate by need and fail to force and pay for production are the basis of failed economies and welfare states.

"We need. . . ." is taken by Finance with a yawn unless followed at once by a projected resulting valuable product or income realistically planned and immediately in view.

Finance allocates against proven production and projected income.

The FBO looks at where the beans are going and what income and production they are buying.

When he finds that the beans issued to an area or division are not buying production or income he designates a cap-in-hand status to *that* area and the beans issued become those essential to product only until the product emerges in the expected volume and quality.

One org with a soaring payroll particularly in the Tech area while delivering less than 5 auditing hours per auditor *per week* had all on full pay and bonuses. The org had finance troubles and found sums needed to promote absorbed instead by high payroll.

How? The org was on fixed pay (high) and gave only small production bonuses, obligating a high payroll expense without regard for production.

Other errors aside, the Finance error is an absent demand that the beans issued to that area buy more beans or valid full capacity production.

A reversal of this, setting low basic pay and high production bonuses, would have bought *production* for the beans issued and where there was no production would have issued no beans or a bare minimum.

INCOME SOURCES

The apparency that income sources devolve upon certain single portions of an org leads Finance into difficulty unless the products and sub-products of the org and its divisions are fully grasped.

The tracing and reinforcing of income sources while a necessary and vital action falls far short of the total action of finance in its investment of beans.

A company receiving income only after the fact of delivery would appear to an inept or unfamiliar Finance person to have DELIVERY as its major income source. If Finance then seeks to raise income by forcing all beans into stepped-up delivery while neglecting the prior promotion and sales there is soon no demand and nothing to deliver and NO BEANS.

Income sources traced superficially to SALES expertise alone, neglecting promotion and delivery again gives NO BEANS.

A Finance person seeing sales expertise as the company's immediate and major income source quite rightly issues more beans to sales. But if he leaves promotion and delivery underfinanced, sales suddenly finds itself selling an unknown product due to absent prior promotion, and sales made go undelivered or poorly delivered or even refunded.

Finance tracing income sources to promotion alone and neglecting to follow up with sums to sales and delivery gives the same result.

Thus, in addition to org income sources, Finance and org managers must know the valuable final products and sub-products of the org and its divisions and posts in order to wisely allocate funds.

COSTING

Income greater than outgo applies equally to each division and person in an org.

If Finance is fully familiar with the products of divisions and key posts of an org and their costing and value to the completed org product and expected volume or capacity it can skillfully apply income greater than outgo individually to each.

An org has valuable final products for which it collects income.

Each division and area of the org has a product or products which contribute to the whole action which gets the org product promoted and delivered and the income collected.

How much it costs to produce how much product is the COSTING of a division or org or post.

It is not always possible to determine how much *income* a single post or division contributes to the whole activity.

But one *can* know to what degree a sub-product is vital to the delivery of the org's valuable final product and one can know how much it costs to produce it. And one can expect each area and post to be productive and viable as a single activity.

Costing to be real must also take into account the expected CAPACITY or IDEAL SCENE of the activity.

A plant producing at half capacity yet fully manned and running at full expense gives a product which costs twice what it should if the activity is to be fully viable and profitable.

A costing of the Tech division described above would show that with production at 115 capacity, its product cost 5 times what it should cost to be viable as an activity and profitable to the org. ,

Thus, funds allocated to an activity by costing alone will not buy or ensure production or return more beans.

If one were allocating beans by income and products, he would have to consider the COSTING of each product, the importance of each product (how vital it is to the Valuable Final Products of the org) and the expected capacity or volume of each area.

One could juggle these about and assign an allocation value to each product and sub-product and key stat.

So many letters out, so much bulk mail out, so many student points and well done hours = so much allocation.

Under such a system the FBO would get production and more beans back for the beans put in.

The Ad Council doing FP on such an allocation would shortly see what under-productive areas were causing a reduced allocation and would pound those areas to produce. Likewise, the activities of productive divisions and areas would be reinforced by the FP body.

What accomplishes this is NOT Finance acting as org management, but Finance applying income greater than outgo to each division and area of the org and handling money as a commodity of which one issues so much and gets so much more back.

Finance becomes org management only where it ceases to handle finance as a commodity like beans and where org managers themselves fail to grasp and understand financial realities.

LOST INCOME

Financial Planning is how one uses the funds one has to keep things running well and make more income.

There is some degree of loss in a failure to prevent unreal and unprofitable expenditure.

Orgs and FP bodies are sometimes improvident in their planning and Finance people are alert for this and have to be because they quite rightly expect beans back plus more for beans expended.

But the greater loss to Finance is income lost or never made.

The difference between what an org should be making and what it does give Finance greater loss than any FP saving could ever recover.

Foolish or unreal expense is prevented because it's a poor investment. But an org of \$50,000 income potential making only \$20,000 is a weekly loss of \$30,000 to Finance.

An org stacking up thousands in collected but undelivered services gives Finance a potential and staggering loss in sums refunded.

An org seeking to save 10 shillings while neglecting to develop and boom a continent doesn't make sense.

One knows the income sources of the org cold and one knows what sub-products promote and sell and deliver and collect income.

One puts finance as a commodity first and most into these and never saves on them except to raise the viability of a vital division or area not producing well and then only to raise production.

One seeks new income sources and means while reinforcing those already successful and reviving any no longer current.

One gets sums already owed to the org collected with industry and in high volume.

One handles emergencies by making more money and has lined up 3 or 4 valid income sources each and any one of which would provide the needed funds.

One uses beans to buy raised income and production and refuses to finance non-production or fruitless expense.

One knows cold the costing of vital and other org products and demands full capacity production and viability and income greater than outgo of each division and area and post of the org individually.

One predicts and plans for expansion occurring and the future adequacy of materiel and quality of delivery before the sudden absence of adequate staff or delivery facilities becomes a screaming urgency.

And one knows that more profit can be lost than ever could be saved on expense.

Money is a commodity.

It is subject to certain realities. Its realities apply to the whole org and equally to the divisions and persons in the org. Its realities have to be fully grasped by Finance and FP members and org; managers.

Handled by Finance people as a commodity of which one always gets back from an area more than went in it brings raised income, expansion and reserves.

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Finance Aide
for
L. RON HUBBARD
Founder

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FBO Hats
A/Gs

Finance Series 8

FBO ACCOUNTS

(Ref: HCO PL 29 Jan 1971 FINANCE BANKING OFFICERS
HCO PL 17 Feb 1971 BASIC FBO DUTIES)

FBO No. 1 and No. 2 accounts are in the local org's name, but are controlled by the joint signatures of the org FBO and A/G (or A/G F), who administer them strictly in accordance with the policies of Central Management which govern their use.

Thus the FBO account names become: FINANCE OFFICE (org name) No. 1 ACCOUNT and FINANCE OFFICE (org name) No. 2 ACCOUNT.

In the event of prolonged absence of FBO or A/G without deputy the Exec Dir may substitute as joint signer until such time as a deputy FBO or A/G can be appointed.

International signatories are:

THEFOUNDER
THE CONTROLLER----- SOLE SIGNERS
THE GUARDIAN WW
THE TREASURER WW

FINANCE AIDE
BANKING OFFICER INT

JOINT SIGNERS

The checkbooks for these FBO accounts are securely kept by the FBO.

Weekly and monthly financial summaries on these accounts are made up by the FBO and sent to- Flag Finance Office

TAX AND BALANCE SHEETS

The FBO No. 1 and No. 2 Accounts are part of org records as regards tax and balance sheet preparation; the No. 1 account representing all org income receipts and transfers for org expenses, WW 10% and Management fees, and the No. 2 account representing partial payments of Management fees by means of local funds placed at the disposal of Central Management.

While they are org accounts in this regard, both accounts are used entirely at the discretion of Central Management, under whose corporate authority the FBO operates. They have no part in Org Cash/Bills figures, and are not considered to be org funds in any other sense than for accounting purposes.

Lt. Vicki Polimeni
Flag Finance Aide
for
L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 23 SEPTEMBER 1971

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FBO Hats
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IMPORTANT

Finance Series 9

FINANCE BANKING OFFICER PURPOSES
(His Most Important Policy Letter)

A Finance Banking Officer works for the reputation of himself and his network as follows:

"An org with an FBO makes more money and has a better paid staff and makes it more worthwhile for Flag to manage it than any org ever would without an FBO."

This reputation is to be *earned* by the conduct and good sense of the FBO.

Therefore the purposes of the FBO are

1. To make the org make more money.
2. To give the org a well paid staff.
3. To make it very worthwhile for Flag to manage and help it.

FBO ABILITY

An FBO must know how to make money.

An FBO must know HOW an org makes money and keeps its reputation with excellent delivery.

An FBO must know the policy expertise used in making money.

An FBO must know that "turning down FPs" plays into the hands of any that wish the org to fail and that forcing in a proper FP allowing for promotion and needful actions is the way to defeat counter-intention in the org.

An FBO must know that expenses incurred in the future beyond the org's ability to pay must be halted before the expense is incurred, not after the org has been committed.

An FBO must realize that Finance Control is a primary point of Management Authority and that this control must not be locally developed to a point where Finance forms a hidden command line, unknown to management or Flag. The FBO has no authority to permit new acquisitions or obligations and no authority to dismiss personnel or cut off obligations without Flag *Commanding Officer* approval. No one in the entire network from top to bottom has any authority to change operating orders or policy and must obtain such authority for specific cases only from those in actual Command, i.e. Commanding Officer of a Continental Liaison Office or the Commanding Officer of the Flag Bureaux as major changes affecting basic planning are command decisions. (Proper, future contracts, staff hiring and dismissals, basic changes in the FP No. I of an org, are all command decisions, not to be made in the FBO network. Things that are any future risk at all require Authority from the Flag Bureaux.)

An FBO should realize that he is well backed up and that his warnings and suggestions are usually authorized by Command Channels.

An FBO must realize that one can pass endless regulations regarding finance to block off efforts to escape from old regulations (as witness tax people's problems), and that all new regulations will also be escaped. The FBO to handle this should work instead to bring understanding and cooperation into the org in matters of finance.

The FBO must know that lack of word clearing and hatting will make a financially irresponsible org and must see that word clearing on all finance policies occurs both in himself and in the org.

The FBO in doing his duty must work always to earn the reputation set out and postulated at the beginning of this policy letter.

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L. RON HUBBARD

Founder

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Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 22 OCTOBER 1971
(Reissued 17 Feb 1972 with changes in
this type style)

Remimeo
All Execs
Staff Hats
FBOs' & AGs' Hats
Div 3 Hats
FP Packs

Finance Series 10

PURCHASING AND CHECK SIGNING LINES MODIFIED

(Adds to existing purchasing and check
signing policies)

The effectiveness of Financial control in orgs depends primarily upon the degree to which financial and income-making policies are known and applied by FP members, FBOs and Treasury personnel.

However, the effectiveness of the administrative lines which govern purchasing and bills payment is also a vital factor.

Unless these lines are sharply IN, the FBO and AG and execs can be working full ahead to ease the org out of a tight financial situation only to find new bills arriving that nobody heard of before or that a printing press has just been ordered by the new purchaser because "somebody told him to"!

When an org has reached a low cash/high bills situation, it may take many months of careful planning to restore income and solvency.

And even when things are going well the purchasing and bills paying lines must be held under firm control to keep it that way.

Therefore, the following shall apply fully to all Sea Org and Scientology orgs, CLOs and OTLs and also to Sea Org vessels when undergoing refit or construction:

I . All letterhead stationery in use by the Treasury Division must bear the following statement:

"ANY EXPENSE COMMITTED IN THE NAME OF THE CHURCH MUST HAVE THE WRITTEN AUTHORIZATION OF THE TREASURY SECRETARY OF THE CHURCH TO BE CONSIDERED VALID AND PAYABLE BY THE CHURCH. "

The word "organization" may be substituted for "Church" in any org where corporate status may require it

2. Every firm with whom the org does business and every new firm contacted for purchasing or pricing must at once receive a letter from the Treasury Secretary using this letterhead and introducing by name those persons who are authorized to make purchases.
3. Such letters must promote our excellent credit standing and should make clear that the persons named are the only persons authorized to purchase goods or services for the company.

This serves to make company policy known and prevents random persons from running up bills.

4. Every personnel change within the org which causes a change of authorized

purchasers must be followed at once by new letters to all firms advising of the fact.

5. All expense commitment is by written order prepared by Dept 8, signed as authorized by the Treasury Secretary, and shown to the business firm at the time of purchase.
6. The Treasury Secretary in signing such orders must see the valid PURCHASE ORDER for each item ordered.
7. Expenses such as utilities and postage and occasional others which cannot be handled in this manner are nonetheless covered by ordinary purchase orders or Estimated Purchase Orders (EPOs).
8. All Purchasing lines are routinely spot checked by the FBO for application of this policy letter and results reported to Flag and Continental Finance.
9. Long distance phone and other such services can become an unexpected source of sudden expense increase unless HCO requires a signed PO for each long distance call as required by HCO PL 15 May 1971, PURCHASE ORDERS, and other utilities are watched for sudden increase.
10. All check signing on org bank accounts will be done once weekly by usual signatories and in the presence of the FBO and A/G. All checks must be tape totalled and petty cash amounts limited.
11. The FBO and A/G in carrying out this duty ensure that all check signing and dateline policies are applied and that all checks being signed have been properly authorized and do not exceed the org's allocation and in the case of FSM commissions and refunds that covering amounts have been transferred to the org by the FBO so that org cash/bills is not falsely affected.
12. Current and unused checkbooks for the 3 org bank accounts are kept by the FBO in his safe or by the A/G or A/GF where there is no FBO and are issued to the Treasury Division only for weekly reconciling, check preparation and the return of cancelled checks to their check stubs.
13. These policies may not be used in any way to delay valid purchasing or bill payments but must be applied so that no delay occurs and so that financial admin lines are strengthened and made more secure.
14. The enforcement and application of these policies is the responsibility of the FBO, who must personally groove them in with the Treasury Sec and Dept 8 and again on any change of personnel.

Vicki Polimeni Finance Aide for L. **RON HUBBARD** Founder

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HCO POLICY LETTER OF 9
Issue I

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Finance Series 11

**INCOME FLOWS AND POOLS
PRINCIPLES OF MONEY MANAGEMENT**

(This P/L corrects any earlier P/L where
there is a difference or conflict.)

POLICY

If a management unit such as a Bureaux, a Continental Liaison Office, an OT-Liaison Office or any agent thereof such as a Guardian or FBO or Flag Rep is any good, THE NEAREST SERVICE ORG WILL MAKE AMPLE MONEY TO PAY the managing unit and HAVE LOTS LEFT OVER TO SWELL SO Reserves.

Therefore if the managing unit or activity next to a Central Org or service org is "In funds" or "without funds" it is a direct index of management quality as expressed in the stats of the nearest service org.

MAJOR ORG

For an OTL the term CENTRAL ORG must have active use as applied to their nearest Major Org.

For a CLO an AOLA or AOSH is the nearest org therefore its Major Org.

For Flag, the Flag Admin Org is the nearest Service Org.

FLOWS

An OTL or CLO or Bureaux must manage lesser orgs so they build up a public that (1) services locally with these lesser orgs and (2) FLOWS CUSTOMERS TO THE MAJOR ORG.

Thus Field Auditors-Franchises-Small Orgs-CENTRAL ORGS-SHs-AOs is THE FLOW *LINE* without which the Central Org or top org will go broke.

If these lesser activities are kept prosperous and flowing persons *upward* via the FSM system and other systems THE LOCAL, CONTINENTAL and INTERNATIONAL management units WILL BE IN CLOVER.

If this flow line is not made to operate that way all will be awful. If it *does* operate that way all will be *well*.

A *CENTRAL ORG*, THEREFORE, MUST GIVE HIGHER (IN TYPE) AND BETTER SERVICES THAN FEEDER ORGS.

An AO must give higher better services than an SH.

Flag services must be higher in class than an AO's.

DEFINITIONS

Lack of precise definition as to what is Income and what is "Reserves" has caused trouble in identifying activities and in this flow line of management and income.

The main trouble it has caused is that a management unit, not having precise definitions and not knowing the flow lines (as above) reaches out to the wrong "finance pools" for their support.

(Examples: A Continental CLO tried to live on Management Ms which were not theirs [UKLO '711. A CLO let the nearby AOSH go down and tried to live off Flag [USLO '711. A CLO let an AO go down ignoring it completely while building up only its most distant org [USLO '711. A Div 111 would not collect actively on huge debts because it could borrow from the corporation [FAO '711. An OTL ignored its nearby CENTRAL ORG and kept trying to get its support from its CLO [ANZO '711. The earliest example was a Navy Admiral [Scoles] running the LA foundation into the ground in 1950 because he thought it should be supported by Elizabeth, New Jersey.) The WHY of all these was lack of understanding of Flow Lines, and lack of definition of income, expenses and reserves as different, precise money pools and different types of orgs.

DEFINITIONS

FLAG: The main vessel of the SO.

FLAG ADMIN ORG: The Service Org on Flag.

FLAG BUREAU: The International Management body of the SO with additional advisor and management activities.

THE SEA ORG: A corporate activity headed by a Board of Directors which owns and controls the ships, orgs and activities of the Corporation.

WORLDWIDE (WW): The corporation that owns and controls Scientology Orgs, currently under the advices of the SO after its 1968 failure to maintain orgs in solvent condition.

CONTINENTAL LIAISON OFFICE: The SO Office of a Continent that manages that Continent.

OPERATION-TRANSPORT LIAISON UNIT: The branch office of a CLO managing the area or orgs assigned to it.

ORG FINANCE BANKING OFFICER: The FBO attached to an org to help the Continental FBO manage it financially under SO control.

THE CONTINENTAL FBO: The F130 Officer and office engaged in the financial management of a Continental Area under SO Control.

FLAG INCOME: Flag (FAO) collections by reason of on-board services, Missions, books and manufactured items, plus 10% of CGI of orgs managed (Flag Bu) except where WW has prior claim to the 10%. Does not include Canteen or Bookstore.

TOTAL FLAG RECEIPTS: Total Flag (FAO) collections, Mgmt Bureau Income plus Canteen/ Bookstore.

FLAG EXPENSES: Total of all Flag and Bureau and Management expenses, including Bills paid for Flag by FBOs but not Canteen/ Bookstore expenses.

TOTAL FLAG EXPENSES: Flag Expenses plus Canteen/Bookstore.

FLAG EXPENSE: The total cost of the Apollo, its crew, the FAO, the Flag Bureaux, Flag missions and comm, any Flag shore base or Flag relay unit, and any repairs on her equipment whether paid on board or on behalf of Flag by Continental FB0s.

FLAG RESERVES: Any money made by Flag's FAO services and Bureaux Management Ms over and above the *total expenses* of the ship, the FAO, the Bureaux and the crew.

INTERNATIONAL MANAGEMENT INCOME: The 10% collected by Flag Bureaux and Flag for services of Management. This is 10% of the Corrected Gross Income of those orgs or Franchises that do not pay 10% to WW.

SEA ORG RECEIPTS: The combined gross receipts of all SO orgs, ships and activities, being the total receipts of a *corporation which is managed by a board*. It is *not* the income of "Flag" or "Management" or CLOs or Flag Bureaux or FAO or Ship.

SO INCOME: The amount of money received by the corporation after the allocation to SO and Scii orgs and before management expenses are taken out. Includes SO orgs, Scii orgs, Pubs and any other activity for which the corporation is advising or managing. It does not include the gross income of Scii orgs or such activities, only the money they pay to the SO.

SO DISBURSEMENTS: The amount of money expended in support of SO orgs, ships, management, comm, everything including sums paid to management units as expenses and 10% so paid as all or part of their expenses.

SO RESERVES: Often miscalled "Flag Reserves" or "Management Reserves" which they are NOT. SO Reserves are: The amount of money collected for the corporation over and above expenses that is sent by various units (via FB0s and the Finance Network to the corporation's Banks. It is used for purposes assigned by the BOARD OF DIRECTORS and for NO OTHER PURPOSE. These are normally employed for periods of stress or to handle situations. They are NOT profit. It is *not* support money for--"Flag" or "Management". It is *not* operating money (Examples: Huge sums were required to cover WW when under attack and to catch the PUBS 1970 crash.)

CLO EXPENSE: A CLO is supported by funds from its nearest major org. This does not mean all funds above allocation for that org belong to a CLO. 10% of the CGI of the major org should be more than adequate to support a CLO since if the CLO is any good at management at all the income will be high in that major org. It is expected to send far more to SO Reserves than it consumes.

OTL EXPENSE: The same as a CLO. Nearest major org supports it. If any good it will boom that org and others as well. It has to boom others so they will feed to the nearest major org. It is expected to send far more to SO Reserves than it consumes.

CLO-OTL RESERVES: Any reserves that may be built up locally by book and pack sales, events, FSM Commissions and booming the major org. It is expected to send far more to SO Reserves than it consumes.

ORGRESERVES: Any reserves that maybe built up by an FB0 by reason of astute guardianship of the org's funds. Far more than such reserves go to SO Reserves.

LOCAL RESERVES: The reserves built up by an FBO, OTL, CLO, Org, ship or Activity by reason of booming the org. These may not be built up at the arduous expense or denial of SO Reserves.

FBO CONTINENTAL EXPENSE: The FBO Cont'l expense is paid by the CLO to which it is attached. Thus it must make lines flow. It collects for OTC!

FBO LOCAL EXPENSE: Paid by org to which the FBO is attached and collects for OTC Ltd and other management units.

GOVERNING POLICY

The governing policy of Finance is to:

- A. MAKE MONEY.
- B. Buy more money made with allocations for expense (bean theory).
- C. Do not commit expense beyond future ability to pay.
- D. Don't ever borrow.
- E. Know different types of orgs and what they do.
- F. Understand money flow lines not only in an org but org to org as customers flow upward.
- G. Understand EXCHANGE of valuables or service for money (P/L Exec Series 3 and 4).
- H. Know the correct money pools for any given activity.
- I. Police all lines constantly.
- J. MAKE MONEY.
- K. MAKE MORE MONEY.
- L. MAKE OTHER PEOPLE PRODUCE SO AS TO MAKE MONEY.

A small sack of beans will produce a whole field of beans. Allocate only with that in mind and demand money be made.

A finance management which does not understand and USE these principles will be like a driver who hasn't the tech to drive a car. He'll wreck it or not driving it at all will have no transport.

Money is a *tech*. IT FLOWS. Although one dollar looks like another dollar, they may be from completely different places and mean completely different things.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead. Sussex

HCO POLICY LETTER OF 12 MAY 1972

Remimeo GO for Enforcement

ETHICS

Executive Series 13
Finance Series 12
Personnel Series 25

PTS PERSONNEL AND FINANCE

PTS means Potential Trouble Source. This is a person who is connected to a suppressive person, group or thing. (For full information on PTS see HCO P/L 31 May 1971, Issue IV, Revised 5 May 72, a checksheet.)

N.C.G. means No Case Gain despite good and sufficient auditing.

A chronically ill person, whether the person is known to be connected to a Suppressive or not, is always found to have been so connected and PTS.

IT IS UNSHAKABLE POLICY HEREAFTER THAT NO PERSON WHO IS PTS OR CHRONICALLY ILL OR WHO GETS NO CASE GAIN MAY BE ON FINANCE OR REGISTRAR LINES OR IN TOP COMMAND POSTS OR AS HAS OR ETHICS OFFICER OR MAX

TECHNICAL FACT

A person who is connected to a suppressive person, group or thing will dramatize a "can't have" or an "enforced overt have" on an org or staff members.

A "can't have" means just that-a depriving of substance or action or things.

An "enforced overt have" means forcing upon another a substance, action or thing not wanted or refused by the other.

The technical fact is that a PTS person got that way because the suppressive was suppressive by depriving the other or enforcing unwanted things upon the person.

The PTS person will dramatize this characteristic in reaction to the suppression.

Therefore a PTS person as an ED, C/0, Product Officer, Org Officer, Treasury Sec, Cashier or Body Reg will run a can't have on the org and its staff by

- (a) Refusing income
- (b) Wasting income made
- (c) Accepting wrong customers (like psychos) and forcing them on the org
- (d) Fail to provide staff or service
- (e) Advocate overt products.

HISTORICAL

When staffs went on proportionate pay in the late 1950s, so long as I ran the orgs directly the staffs made more money than before.

When I moved off these lines directly the staffs began to receive less money personally.

At that time it seemed to me that proportionate pay served as an excuse to some in an org to run a can't have on the staff.

We knew that some registrars could take money in easily and others never seemed to be able to.

The technical reason for this has just emerged in another line of research entirely.

In completing materials and search on Expanded Dianetics I was working on the mechanism of how a PTS person remained ill.

I found suppressives became so to the person by running a "can't have" and "enforced overt have". This pinned the PTS person to the suppressive.

Working further I found that a PTS person was a robot to the suppressive. (See HCO B 10 May 1972, "Robotism".)

This research was in the direction of making people well.

Suddenly it was apparent that a PTS person, as a robot to SPs, will run "can't haves" and "enforced overt haves" on others.

Checking rapidly it was found that where finance lines were very sour a PTS person was on those lines.

RECOVERY

PTS tech, objective processes, PTS rundowns, money processes and Expanded Dianetics will handle the condition.

However one cannot be sure that it has been handled expertly in orgs where a money "can't have" has been run as its tech quality will be low due to an already existing lack of finance.

Only stats would tell if the situation has been handled fully.

Thus the policy stands. Handled or not handled, no person who is PTS or who has no case gain will be pennitted in top command or any lines that influence finance.

Any org which has consistently low income should be at once suspect of having PTS or N.C.G. persons on the key finance posts and an immediate action should be taken to discover the PTS or N.C.G. condition and replace such persons with those who are not connected to suppressives or who do get case gain.

Nothing in this policy letter permits any PTS person to be in an org or cancels any policy with regard to PTS.

This policy letter *requires* direct check, close investigation and handling of PTS or SP situations on these posts that may go undetected otherwise.

NOTHING IN THIS POLICY LETTER PERMITS ANY KEY ORG POST TO REMAIN EMPTY.

NATIONAL

As a comment on something that may impinge on orgs and might affect them, the FOREMOST reason for a failing national prosperity and inflation is a personal Income Tax agency. This runs a vicious can't have on every citizen and makes them PTS to the government. Individuals even begin to run a can't have on themselves and do not produce. This IS the cause of a failing national economy. It can be a factor in an org and must be handled on the individuals so affected.

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HUBBARD COMMUNICATIONS*,
Saint Hill Manor, East Grinstead,

HCO POLICY LETTER OF 3 J

Remimeo
AGs
AGF
FBOs
FP Members

Finance Series 13

PROMOTION ALLOCATIONS

The Policy Letter which brought about
this Policy Letter and the Checklist is
HCO PL 20 May 72 "Types of Promotion"

WARNING: ANYONE WHO THINKS THAT HE CAN RUN UP A BULK MAIL STAT BY MAILING OUT FLIERS AND BITS OF PAPER TO THE ENTIRE CF INSTEAD OF MAGAZINES, IS C-R-A-S-H-I-N-G YOUR ORG.

The fact that orgs in the PAC area were using their Income to send out tons of "Bulk Mail" to anybody and everybody to get the GI up but had overlooked the ghastly fact that this "Bulk Mail" wasn't raking in a cent and their Cash/Bills were worsening, brought about the following Investigation which resulted in this Policy Letter being written.

POLICY: OEC Volume 11.

SITUATION: Orgs sending out huge quantities of Bulk Mail with no visible returns.

INVESTIGATION:

The majority of orgs have been flooding their CF Publics with scraps of paper selling them one service after the other.

One org went so far as to set aside other basic costs to get out massive quantities of Bulk Mail hoping to get the GI up.

But what they got as a result was the bills for the promo, no GI increase and worsened Cash/Bills.

A SH bent over backwards to get out a Power Flier (one pager) to something like 17,000 individuals in CF and laid out £688 odd to do so. What they got in return was a deteriorating Cash/Bills and a continuing fall off of Power Sales.

Meanwhile, a real proven income producer for the SH, the Auditor Mag, is mailed out bit and piece style. Little bit this week, little bit next week with a couple of hundred Auditors from last month thrown in for good measure, and so it goes.

An interesting graph of an org's GI and Bulk Mail showed Income going along nicely for 4 months (April-July 71), Bulk Mail crawling along. Income crashes, does not recover, but Bulk Mail goes sailing on up and continues its high trend for about 3 months and then eventually slides on down to the low GI range.

A large org has a CF of around 3,700 (very small for such a large org) and has their Address illegally tabbed as follows:

Book: (1) Town, (2) Suburbs, (3) Out of Town.

Service Takers: (4) Town, (5) Suburbs, (6) Out of Town (7) Requests, (8) Odds.

They have not got a hope of communicating to the Public Individual or selling the Service the person needs and wants.

These are just a few examples of the misuse of promotion which have occurred-there are more.

Throughout OEC Vol II there is constant mention and heavy emphasis on (1) Mags and (2) Letters and what effect these two pieces have on Gross Income. Fliers have become an altered importance for Division IIs, and an unusual and costly solution in an attempt to get the Gross Income up. It is to be noted that it is far easier to confront getting out a flier than it is a Magazine and far easier to confront "the public out there" rather than the *individual*.

Munich, the best org in the World, has a soaring GI (making over V 1,000 per week). Their Bulk Mail Out averages around the 1,000 mark. Letters Out stat is rising nicely and brings in about a 40-50% response. They are in constant comm with their CF Public, and sell specific services to specific persons.

STA TS: Very expensive mail out with huge rising Bulk Mail stats and no returns.

WHY: Orgs do not hold to the exact categories of what is mailed to what Publics.

IDEAL SCENE: Orgs sending proper Bulk Mail out to the correct categories and Publics and finance only authorizing promo allocations based upon those exact categories.

HANDLING

Plan: Come down hard and get promo policy forced in and applied.

PROMOTION RESTRICTIONS

1. NO PERSON WHO IS PTS OR WHO GETS NO CASE GAIN MAY BE PERMITTED ON FINANCE LINES.
2. HASes MAY NOT SCHEDULE PROMOTION.
3. BULK MAIL IS NOT TO CONSIST OF FLIERS. FLIERS ARE FOR STUFFING IN LETTERS OUT, MERCHANDISE SHIPPED, STATEMENTS, INFO PACKS, ETC.
4. FLIERS ARE NEVER MAILED OUT AS SINGLE PIECES.
5. THERE IS TO BE NOT ONE PENNY ALLOCATED FOR BROAD MAILINGS OF FLIERS.
6. NO PROMO ALLOCATION HEREAFTER MAY BE GRANTED THAT IS NOT PER THE EXACT CATEGORIES LISTED ON THE ATTACHED CHECKLIST.
7. THIS CHECKLIST MAY NOT BE ALTER-ISED OR CHANGED IN ANY WAY.
8. SHOULD PROMO PRESENTED VIOLATE THIS CHECKLIST, NO GO, SEND IT BACK WITH A BLAST AND A DEV-T CHIT.
9. WHEN PROMO IS PRESENTED TO FP AS PER THE EXACT CATEGORIES OF THE CHECKLIST ONLY THEN WILL THE MONEY BE ALLOCATED FOR PROMO.
10. NO ONE MAY USE THIS HCO PL AS AN EXCUSE NOT TO SEND OUT

PROMO, OR THEY WILL REALLY BE IN TROUBLE. IF AN ORG SENDS PROMO INCORRECTLY THEY WILL NOT ONLY BE IN WORSE TROUBLE, BUT **WILL ALSO GO BROKE**.

11. PROMO MONIES MUST BE PROPORTIONED OUT TO COVER THE VARIOUS TYPES. NONE OF THIS PUSHING ASIDE OTHER BASIC PROMO AND GOING HELL BENT ON NOTHING BUT LETTERS OUT. OR, ONLY GETTING OUT THE MAG AND NEGLECTING EVERYTHING ELSE. ETC.

PROMOTION ALLOCATION CHECKLIST,
PURPOSES OF

1. To establish as firm policy exactly what promotion must be used and that other types of mailed material may not be planned or allocated for.
2. To use the same checklist (having obtained the usual basic cost of each item as in an FP No. 1), to service as a basic guide in preparation and approval and FBO allocation against future FPs.
3. Used as a summary sheet for the week's P0s and EPOs, it can be compared by FP Members, AG and FBO to the basic one prepared in (2) above so that all persons involved in FP approval and FBO in particular can be assured that:
 - (a) No promo is proposed or approved which is not on the checklist.
 - (b) Items which are on the checklist are not being neglected.
 - (c) Monthly items such as mags and items such as Reg Packs and info packs which are not printed weekly, are covered by layaside monies so that they can be printed and mailed as required by the Checklist.

FB0s AND FINANCE PEOPLE ONLY BELONG ON PROMO LINES TO DEMAND THAT CORRECT PROMO GOES OUT TO THE CORRECT PUBLIC AND TO MAKE SURE THAT INCORRECT PROMO DOES NOT GET ALLOCATED FOR.

CONCLUSION

A lot of money has gone down the drain and a great many individuals have been neglected through the screams of "Get the Bulk Mail Stat up!"

There's a lot of work to be done to get orgs back in real comm with their CF Public. And we haven't got time to fool around.

It is vital that this PL be enforced.

Dissem Aide
by order of
L. RON HUBBARD
Founder

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