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Organization Executive Course

AN ENCYCLOPEDIA OF SCIENTOLOGY POLICY

by
L. Ron Hubbard

FOUNDER OF DIANETICS AND SCIENTOLOGY

HCO
DIVISION
I

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YOUR POST

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

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

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

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

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

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

So we're using that chance.

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

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 FEBRUARY 1970
Issue II

Remimeo

HCO MAKES THE ORG

When you look over the flow lines of a 7 or 9 Division Org Board, you will see that it flows from left to right.

Division One-HCO-Hubbard Communications Office in Scientology Orgs-has the major functions of:

Dept 1	(Org Form (Routing (Personnel (Communications
Dept 2	(Address (Transport (Inspection
Dept 3	(Reports (OIC) (Ethics

These essentially create the org and hold it there.

When they are missing as functions actively and continually pursued, then there is no flow, no production, no income, no org. There is only a group of individuals floundering around everyone wearing all the hats.

Strike out HCO or fail to form it up and, in solid practice, soon there is no org.

The HCO Area Sec is responsible for "hats" and hat folders, org boards, personnel assignments, personnel procurement and readying personnel for posts, routing of bodies through the shop and Touting forms for them. She is responsible for internal and external communication and for transport of people and goods as well as vehicles. She is responsible for inspecting the org, comm lines, posts and activities, for compiling the stars and posting them in OIC and for Ethics being in in the org and all Ethics actions.

This is a big hat and an important one.

In a medium sized org of up to 30 staff, HCO usually has a reception who holds Dept 1, a Communicator and an Ethics Officer, who also does inspection and reports. With the HCO Area Sec, this is a 4 person HCO. In a 30 person org, there would be 20 Admin personnel. HCO has about a fifth of these as above just to operate the org.

Address, as the numbers in CF increase, gets another staff member in Dept 2, making 5 in HCO.

When you consider that Div 2 (Dissemination Division), also part of the HCO Exec Sec Area, needs people on Registration, Letter Registration, CF filing, mimeo, publications, it is obvious that the HCO ES has the lion's share of Admin personnel, 10 or 11 of the 30 staff.

When you add the two non-tech Exec Secs, an LRH Comm in Div 7 to hold also Estate with a cleaner or two, put two people in Finance, and one in Tech Services, you wind up with about 4 in the Public Divisions, which is about right.

The Public Division 4 usually operate as an all hands team but are posted with a PES and 1 man to cover each Division's functions.

If an org is not laid out this way by HCO then it will probably fall on its head. Long, grim experience has told us this.

AND IT IS HCO THAT LAYS THE PATTERN.

HCO, in other words, PUTS AN ORG THERE AND KEEPS IT MANNED AND WORKING.

The org isn't laid out by the Exec Sees. It is laid out by . the HCO Area Sec.

Where orgs have been too, short sighted to keep HCO in and functioning, they have troubles~low pay, out finance and gener , ally fAll apart.

The biggest job in an Qrg is to get a competent HCQ there and keep it there.

In an org with an active LRH Comm, it is usually his job to see there is an HCO there and operating. I , I he neglects this he always **falls** on his head. He cannot do any part of his job without an operating and competent HCO there. An LRH Comm has a primary duty Of reporting a missing'or incompetent Hcd direct to the LRH Comm Worldwide. LRH Corrimms have been reftioved in disgrace for letting HCOs 'vanish without reporting and raising the roof

The HCO Area Secretary is an important person in the org. She requires in actual fact, a letter of appointment signed by the Founder. The post is that important'.*

Who puts HCO there?

This is the first business of an Executive Council. An EC that fails to put an HCO there and *keep* it there, functioning and competent, **IS** going to fail. They' should choose their HCO Area Sec, , man up the Division, in keeping with their numbers on staff and Tech-Admin ratio, and get an official letter Of appointment for her signed by the Founder and get on, with it.

Few people realize that HCO is actually a separate company. It is the worldwide conmi network of Diaretics and Scientology. As its fiiiiances and personnel are meshed in with th6 rest of the bri, its identity does not stay visible. But note it is. still called HCO and the rest of the Divisions are calied "the Organization" and it is divided off **ON** the O.rg Board.

HCO owns all the addresses , in all orks. It, hot ft orgs, leases the copyrights and

marks of Dianetics and Scientology.

The services of HCO are great. When these are dbson't or diminished, the whole org Will fail.

When upper management bodies do not concentrate on putting HCO there and continuing it, they will soon have a 6ad situation (in their hands internally).

If there is no start to the flow lines of the org, there will be no flow lines very very soon. Experience has shown us this time, after tim.e~

An EC which has no operating HCO Will find itself tryi i ng to be an HCO with only HCO duties. The answer is to put an HCO there. A good one that does its job, headed by an HCO Area See who wants to get the *show* on the road.

L. RON HUBBARD
Founder

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[The example given on page 1 is modified by HCO P/L 10 June 1970, *Public Divisions and Tech Admin Ratio*, Volume 6-pa&e 35, which gives the tech Adrn~n T4tio for the three Public Divisions.]

L. Ron Hubbard

FOUNDER

Mary Sue Hubbard
CONTROLLER

TIM GUARDUN WW

HCB EXEC SEC

HCO

EXECUTIVE
DIVISION 9

I

DIVISION 9 SEC.

HCO DIVISION I
HCO AREA SECRETARY
AR
HCO . EA SEC SEC.

I

RECOGNITION COMMUNICATION PERCEPTIP-j

SOURCE	EXISTENCE	CONDITIONS	POPULATIONS	Department 1	Department 2	Department 3
Department 28 OF	Department 27	Department 26	Department 25	DEPARTMENT OF Depan ROUTING & PERSONNEL	COAZIuNICAITONS INSPECTIONS REPORTS	DEPARTMENT OF DEPARTMENT ORUEN
OFFICE OF LRH	OFFICE OF HCO EXEC SEC	OFFICE OF ORG EXEC SEC	OFFICE OF PUBLIC EXEC SEC	Director of Routing and Personnel	Director of Communications	DEPART. PROM
office of LRH Co-ordinator	Office of HCO Exco S. Co-ordinator	office of org EXeC S. Co-ordinator	office of Public Exce Sw Co-ordinator		Director Of Insptetions & RepoM	Dim Pon,
office of the Guandiao						

; i [This Org Board outline reflects the December '66 development of raising Division I and Division 5 one inch higher than the other Divisions (Volume 1-page 81), the December '69 move of Appearances to Division 6 (Volume 6-page 125), and the October '67 introduction of the Public Divisions (Volume 0-page 252, Volume 6-page 7). The earlier 1965 form and later February 1971 FEBC form are shown on Volume 7-page 33.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 JANUARY 1966
Issue 11

Remimeo

DIVISION I
HCO DIVISION

ORGANIZATION CHART

HCO AREA SECRETARY
OFFICE OF THE HCO AREA SEC
SECRETARY TO THE HCO
AREA SECRETARY

Dept I
Department of Routing, Appearances and Personnel

Routing Section

Writes and issues Body Routing Forms Has Reception Events Log of Org Sees that Reception is a promotional contact for books and literature Logs Phone Calls Logs people into and out of org

Appearances Section

Sees that Organization Staff looks good Sees that all entrances are of easy access and channelled by signs Handles all signs

Personnel

Interviews all new Personnel Keeps Personnel Roster Handles staff status matters Routes staff to Review Hat folders, compiles and issues

Letter Out Hat Check Unit

Keeps all letter emanation points hat checked, defending HCO's statistic

Org Board Unit

Keeps Main Org Bd posted
Inspects and causes to be posted all Divisional org boards

Expediter Unit

Fills in temporarily in spots of overload to expedite the backlog and get the flows moving (Assigned by Personnel Control)

Dept 2
Dept of Communications

Mail Section

Logs incoming and outgoing mail Franks all mail Mails all mail Bulk mailings PackageInsurance Packaging
Customs Clearances

Dispatch Section

Routes all Comms Keeps Main Comm Centre Inspects Divisional Comm Centres Provides every staff member with
a Comm Station

Communication Inspection Unit

(This post is most active when Letters Out statistic has dropped)

Inspects all In baskets and Pending baskets for unanswered communications and reports to the HCO Area Sec via
Dir of Comm what is found. If the statistic doesn't rise-may go around and empty Pending baskets back onto lines
routed Back to Sender, Dev-T or Misrouted Particles, and reports what is found to HCO Area Secretary via Dir of
Comm.

Inspects, when Letters Out still does not rise, drawers, file cabinets and other places unanswered comm may be
stored, and reports what is found to HCO Area Secretary via Dir of Comm.

Telex and 'Phone Section

Handles all Telexes Handles'Phone Comm Systems Liaison with GPO

Lost and Found Section

Cares for all property found Looks for all property and dispatches lost

Comm Files Section

Handles all HCO Files Handles Telex Files Handles Personnel Files Handles Ethics Files Handles LRH
Communicator Files Xerox (Office Duplication) Machine

Secretarial Executive Director Section

Signs and seals SEC EDs and certificates Handles all SEC EDs Handles all Ethics and other HCO Orders

Address Section

Handles all Address actions and equipment Keeps Address Files

Dept 3
Dept of Insp and Reports

Inspection and Reports Section

Inspects Projects and orders for completion and reports to those executives who issued them

Org Rudiment Section

Gets in routinely any Rudiments

Time Machine

Handles the Time Machine for Org Orders for all Executives of the organization

oic

Designates statistics for AdCouncil approval Collects statistics Graphs statistics weekly Posts the OIC Board for the Org
Handles Weekly report to OIC WW Writes weekly SEC ED of Conditions for AdCouncil approval and issue by SEC ED

Ethics Section

Ethics Investigations Writes Ethics Orders Holds Ethics Hearings and suggests Executive Ethics Hearings Handles all
Ethics matters Guards and Watchmen

Committee of Evidence Section

Handles all matters regarding Committees of Evidence

Legal Section

Handles all legal matters, suits, court appearances Attorney Liaison

L. RON HUBBARD

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[Note: Expediter Unit, Communication Inspection Unit, Committee of Evidence Section and Org Rudiment Section have been added per
HCO PL 25 January 1966.1

THE PROMOTIONAL ACTIONS OF HCO DIVISION I

(From HCO PL 20 November 1965, *The Promotional Actions of an Organization*, with the addition ~17a) from HCO PL 15 December 1965. These are given complete for all divisions in Basic Staff Volume 0, starting on page 84.)

HCO AREA SECRETARY - Co-ordinates and gets done the promotional functions of Division 1.

2. DEPARTMENT I (Dept of Routing, Appearances and Personnel) - Sees that the org has a good clean appearance.
 3. Sees that personnel are properly dressed, well-conducted and give the org a good tone.
 4. Requires Reception to make known free introductory lectures to all callers.
 5. Has books on display at Reception.
 6. Keeps staff from collecting in Reception Centre and talking Scientology before callers.
 7. Controls public notice boards of the org and makes sure they also feature org services available.
 8. Routes people swiftly and accurately to the required services.
 9. DEPARTMENT 2 (Dept of Communications) - Keeps a complete Address File in such shape that mailings are wide and sent to people who will respond. *Never* lets go of an address or a mailing list and keeps them all properly corrected and up to date and in proper categories for ready use.
 10. Sees that mailings go out promptly and on schedule.
 11. Sees that internal despatches are swiftly delivered and are in accurate form.
 12. Sees that letters and orders arrive safely and are quickly handled and not overlooked.
 13. Oversees stationery and typing quality so that communications going outside the org look smart and sound bright.
 14. DEPARTMENT 3 (Dept of Inspection and Reports) - Sees that the org is there and functioning.
 15. Sees that Suppressives and enturbulative elements do not block dissemination.
 16. Sees that service is accurately given and that no squirrel tech is used.
 17. Prevents the phenomenon of no-case-gain by spotting Potential Trouble Sources and handling.
- 17 a. Ethics gets case resurgences by finding the right SPs.

L. RON HUBBARD

LRH:ml.rd

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by L. Ron Hubbard

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(Note: Considerable evolution has occurred since 1965, and this Policy Letter should be studied in conjunction with its revision of 15 April 1973, in the 1973 Year Book.)

HUBBARD COMMUNICATIONS OFFICE
3 7 Fitzroy Street, London W. I

HCO BULLETIN OF 4 OCTOBER 1956

Distribution:

1 copy to each staff member (Revised 30 July 1958)
(copy for each hat folder) (Issued at Washington)
HOO Washington for info (See page 12 for reissue of
Sterling Area Office
for distribution HCO Bulletin of 24 January 1958)

THE HANDLING OF HUBBARD COMMUNICATIONS OFFICES

The purpose of the HCO offices is to act as stable terminals to an organization in any given area so as to provide immediate administrative assistance to L. Ron Hubbard when in that area and communications from operations to him and from him when he is not.

An HCO office is essentially a terminal. It should regard itself in company with other HCO terminals.

The foremost visible use of an HCO office is to act as a stable terminal for any area operation. An area operation can forward its communications to LRH and other operational areas through HCO terminals and should not forward communications in any other fashion than through HCO terminals, when these communications apply to other Scientology areas.

At Present we have an HCO office in Washington, D.C., London, and HCOs are being set up now in South Africa and Australia, and France. These will be followed by additional HCO terminals as may be indicated.

If an HCO office considers itself primarily a unit which handles mail, it should disabuse itself at once. An HCO Secretary should be able to provide all necessary secretarial functions for LRH, but the activity of the terminal does not end there. The HCO Clerk receives all incoming communications and routes them to the proper hat terminal in the organization-i.e., if LRH receives a communication regarding an HPA course, it is referred by the HCO Clerk to the Registrar, who will handle the communication; a letter to LRH requesting processing fees, would be forwarded by the HCO Clerk to the Registrar; a question concerning memberships, to the Membership Secretary, etc. There was a time when LRH received and handled all manner of communications. But now we have definite organization posts established, and communications are referred to that post to which they are pertinent. It is the function of the HCO Clerk to determine proper routing of communications received in HCO.

The HCO is, in essence, a stable point to which can be communicated communications and difficulties in any area and these communications are forwarded to the proper terminal in the organization, or an analysis is made of the difficulty and communicated to another HCO terminal for clarification there. In addition to that, LRH may require reports on or about a given area and it is up to the HCO office to supply this information. The HCO should consider itself more of a troubleshooting unit than a secretarial office. It is true that it is an office, and it must be conducted precisely as an office. It is true that it is secretarial and it is also true that it does have the function of being an extended pair of eyes for LRH.

The responsibility of being "an extended pair of eyes" continues into being able to evaluate what is right and what is wrong and saying so without introducing unnecessary turbulence on the communication lines. The HCO offices exist to permit good communication through to other areas and to LRH and this can easily be interrupted by too much turbulence.

An HCO office is essentially self-supporting. It is supported by royalties and other monies which come into being because of the existence of L. Ron Hubbard on a

personal service basis to organizations and by reason of transcribing and creating material for use in such areas.

In use as a communication system from one area to another or from an area to LRH, the following procedure must be followed: The area must be instructed that any communications to any other Scientology area or to LRH must be forwarded through the HCO office. In this sense the HCO office in any area is a message center receiving from any other area and emanating to any other area in this network. Furthermore, the HCO receives materials from other areas and communicates these in their own area directly.

For example: A Dir of Tr dispatch which originates with the Dir of Tr London: It passes from D of T London to HCO London across the Atlantic to HCO Washington, and to D of T Washington. This same procedure would be followed from Washington. D of T, Washington, originates communication. It goes to HCO Washington, then crosses over to HCO London, and HCO London passes it on to D of T London.

In handling communications it will be found that when too bulky a packet of communications is made, something on the order of two ounces, that Customs often intercept the packet and inspect it, thus delaying the line considerably. Thus packets have to be; broken up into smaller packets so that this does not interrupt our communication lines.

The preparation of the PABs comes under the HCO offices, under the hat of "PAB Liaison". PABs are printed and distributed from London. PAB copy comes from the HCO office where LRH is at the time, and all copy is ok'd by LRH before it is printed.

The various hats under HCO are: HCO Secretary, HCO Clerk, PAB Liaison, Manuscripts, Proof Reading, Tape Transcription, Ability Magazine (Writing-Editorial Director-Editor), Certainty Magazine (London), HCO Editorial, Public Relations, Advertising, HCO Board of Review, Advanced Clinical Courses, and Examining.

The financing of an HCO office is dependent upon the area in which it is located. This is done by utilizing Book Sale monies. At the end of any given year the expense an HCO has been to an area is deducted from a proper allocation of book fees to that HCO and this does not enter into the basic royalties due to LRH. For example, let us say that f.2,000 worth of books have been sold in an area in a given year and HCO has cost f 720 to maintain during that period. The Accountant then simply writes all HCO expenses under the heading of "Preparation of MSS" and so discharges it from his books.

Filing System used by HCO offices: The file "Dispatches To and From LRH" is set up by area-Washington, London, South Africa, etc. Within these area files are folders marked "Academy", "HGC", etc., filed by proper names-"Academy" (rather than the name of the individual). Under "Business Files" in HCO can be kept both proper names (company names) and subject names-projects. For instance, there can be a file titled, "Roneo", rather than filing under "John Jones Mimeograph Company", so that in future the file can be found by the subject name-a new person might or might not know that John Jones Mimeograph Company is the company from whom we order Roneo supplies, parts, etc. HCO files should be kept in a very orderly fashion. However, operational notes can be from time to time destroyed. These are only valid for a few months at best.

HCO also acts as a preparation and distribution area of HCO Bulletins and Policy Letters. These are Bulletins of instructions to operations in general, to staff auditors, and to other things very intimate in the Scientology areas. An HCO Bulletin will not be mailed from Washington to be distributed in London. It will be found a very much sounder policy is to send an HCO Bulletin COPY to London. London will cut a stencil and distribute. Thus London always has its own stencils and Washington has its own stencils. It is paramount that these stencils be cut and that extra material be cut since

such situations arise as a post being vacated without the person on that post in a Scientology operation having saved the material relating to that post. It is up to the HCO office to furnish the material from HCO Bulletins and other sources. Any Bulletin or Policy Letter issued by HCO is distributed **ONLY** to organization personnel and our field offices; none are to be distributed to non-organization persons. The contents of these bulletins are intended for staff and staff should not release the information outside of staff, without express permission from LRH.

While the speed of handling, which is to say the order **Of** priority, of messages is very difficult to ascertain and does depend in the main upon the good judgement of the HCO terminal itself, it will be observed that the following list of precedences should be given to communications going through HCO channels. Any communication labelled "Emergency" should be sent through with extraordinary speed and care. Anything not so labelled should go through routine~ Packages of financial materials such as cheques and requests for cheques should be given the next priority. All green slip messages, which is to say operational messages, should then be given the next priority. Letters from the field, reports or data are given the last priority and may even be sent by regular mail to save postage.

The Colour Flash marking system originated some time ago wherein green means an operational message, pink means a financial message, etc., should be very closely followed **by** the HCO. The neatness and accuracy of an HCO terminal may very well influence the neatness and accuracy of administration carried on in a Scientology area and this at all times must be before the HCO terminal. Priorities of speed in terms of colour flash would be any green or pink message marked "Emergency" and then any pink message and then any routine green message and finally white (which is to say field letters, etc.) should be given last priority and even sent by regular mail.

Air letters should be used wherever possible.

It is up to the secretary in charge of an HCO office to keep the premises acceptably neat and orderly at all times since the appearance of the office is very likely to influence the caller's opinion of LRH personally, therefore it is highly probable that HCO offices, as finance accumulates and makes this possible, will become the better-looking offices of Scientology.

The occupation of spare time by an HCO Secretary should never be a problem. if she finds herself with spare time, it is only necessary for her to remember that we are doing an Encyclopedia of Dianetics and Scientology and we are transcribing many hundreds of hours of lecture tapes. It is very necessary that these tapes be transcribed so that they can come out in an eventual Encyclopedia. The transcription of these tapes is a very careful and painstaking job. It is necessary that the written script must be understandable, therefore it is necessary for the HCO Secretary to understand the material on the tape as she transcribes it on to a typewriter. Such tapes are available and will be made available and each HCO office will have a tape recorder with a foot pedal in order to put in such time. THE CONGRESS OF SCIENTOLOGISTS in Washington, D.C. has this Encyclopedia as a project. An HCO Secretary can contact Congress of Scientologists in Washington, D.C., to determine which tapes they should transcribe-C of S monitors this project. In addition to this project, there will be other materials to transcribe and a tape can be sent through by mail containing dispatches which can be received by an HCO office and the dispatches of that area can be taken off it directly and emanated into the area.

Tape Transcription post of HCO is to transcribe any and all tapes given them by LRH-manuscripts, articles, bulletins, letters, or anything else from LRH.

An HCO office is itself. It is a separate organization from all Scientology organizations. It works in conjunction and cooperation with Scientology organizations, but it is itself.

No one in an area in authority in Scientology has any right to dismiss or change

an **HCO Secretary** or **other HCO** personnel. This can only be done by LM himself. Therefore, an HCO Secretary should not feel any qualms about Temarkin on the .9

conduct of ail office or its general appearance or activity. The HCO Secretary is not there as a s.Py but is often asked about the state of an operation, She should give a true and factual, not a coloured, picture of it, but at the same time, she should not withhold an opinion for fear that it will influence her own status which it willnot.

It is paramount that traffic to **LIZII be hold** to a minimum. The reason for this is that correspondence actually cuts into LRH's origin time on mss and books. His job is not, first and foremost, an administrative Job in Scientology. Therefore, the HCO offices have been created to do this job for him as much as possible in order to salvage writing and research time. Thus, an HCO office should feel bound to handle routine or uninteresting material and to handle it in such a way that it will be in all ways satisfactory to the people originating it. To waste time and postage on rmich of the material which is received at an H!M terminal office is not included. Therefore, the HCO office should pleasantly acknowledge communications received which have no particular influence on the operation and file them without further referral to them than perhaps a remark in a repor~ to the HCO terminal near which LRH is that letters from so and so and so were received and acknowledged. This will do much to cut down weight. In other words, an HCO terminal has the right to acknowledge and file without forwarding, at its own discretion. It does not, however, have this right on green and pink operational messages.

An HCO office must be open during the routine business hours of the day customary in that area. It must o ' pen at a precise time in the morning, there must be an exact lunch hour which is followed and it must close officially at a certain time, no matter how long the HCO personnel stays there in the evening. By keeping regular office hours it is possible then for an area to be secure in its ability to contact the HCO terminal. If the HCO cannot be contacted or if it is sporadically out of communication it will be found that the area will begin to get a little restive about contacting LRH.

HCO offices doing extra work for the area: It may sometimes be found feasible to implement the expenses and occupy time in an HCO office by taking on additional work in an area which is not immediately concerned to the, HCO terminal. However, it will be considered in a very poor light if this work is undertaken to the cost of the RCO terminal's actual line of work.

HCO offices should keep painstakingly accurate accounts of petty cash, postage, receipts and disbursements in general.

HCO offices are always liable in the accounting field to inspection by the Accountant of any Scientology area.

HCO offices exist to expedite Scientology communications. If they fail to actually speed the communication line it will be discovered that they will become by-passed; when they are by-passed an enturbulence will result. It is, therefore, up to an HCO terminal to give communications every possible expedition and to reassure people wondering about this and being anxious about communications that every means has been taken. HCO offices should have regular pick-up and delivery schedules to area offices in order to seem even more stable,

The first principle of an HCO terminal is to be stable. Stability is built on good scheduling, proper dispatch and relaying of communications and an orderly set of communication lines. LRH's reputation is to a marked degree in the hands of HCO terminals.

Pertinent to this bulletin, above, is HCO BULLETIN OF 24 JANUARY, 1958, which is being reissued here to bring the two together in one release.

HCO BULLETIN OF 24 JANUARY 1958

(The following is a memorandum issued on March 9, 1953. It is still appropriate and is reissued here as an HCO Bulletin.)

Subject: Outline of the Activities of the HCO Office of L. Ron Hubbard.

I maintain a Communications Office which is devoted to specific interests and which should be used for those interests and which should not be used for any other purpose by the organization. Its use for other purposes inhibits the work for which this office was designed and has a tendency to clog my writing communication line. Thus, the indulgence of the operation in general is requested so as to keep this communication center well within its own functions.

The functions of this center are:

1. The receipt and answering of correspondence addressed to myself, some of which is personal, much of which is to the interest of the general operation.
2. The answering and delivering of telephone communications relating specifically to communications addressed to me or proceeding from me.
3. The typing of manuscripts and investigation material from my Dimaphon records or personal dictation.
4. Compilation of investigation and case information submitted to me by auditors.
5. Assistance to the Treasurer in receiving bills and expediting their payment.
6. The care of social and Governmental matters in which I happen to be concerned.
7. Maintaining my Comm lines in good order.

Casual communication with this office inhibits its efficiency and involves it in concerns which inhibit a swift expedition of my work.

The office is not concerned with the activities of the central staff beyond acting as a communications relay point from myself to these operations and from these operations to myself.

This memorandum is issued because various parts of the operation have involved my office in concerns beyond its scope, the first effect of which is to cause my correspondence to receive secondary attention. A secondary concern is involving the office petty cash and stationery materials with those of the remaining operation which should have their own, procured by proper vouchers through proper channels.

I have no feeling about this beyond the attitude I always exhibit: when my communications lines or any part of them are challenged, or when personnel who work very close to me have their time employed on duties which are beyond the immediate scope of my office.

L. RON HUBBARD

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HCO POLICY LETTER OF 15 NOVEMBER AD8

THE SUBSTANCE AND FIRST DUTY OF HCO

The most important function of HCO in any organization is that which justifies its existence.

Being the purveyor of ethics, technology and awards, HCO must then first and foremost of all its duties, be the keeper of every seal, copyright, trademark, registered mark, master tape, master book copy, and master bulletin file in the organization.

HCO Secretaries should act at once to take unto themselves and keep locked secure and not available to anyone else, the seals of the organization in the area. HCO seals for certificate validation or sealing are HCO's by right. Organization seals are held by HCO for the "Secretarial of the Executive Director" of HASI. If HCO sees or hears of any new seals being made up for whatever purpose, the order is "seize and ask for instructions later".

None are permitted to use such seals or any seals except HCO.

All this applies now and later. And it will become more important as time goes on.

Seals, regulation of, permits only legal certificates, documents and minutes to be sealed.

Similarly, any book on Dianetics and Scientology must be copyrighted in the name of L. Ron Hubbard and the copyright becomes the property of HCO. No copyright of anything must ever be permitted to escape. In the case of its having been done (a book on the subject copyrighted in the name of someone or something else) HCO Secretary in the area must request an assignment of copyright to L. Ron Hubbard from its present owner and must be tireless and remorseless in getting the copyright, using any available means at whatever cost.

Similarly any trademark, registered mark, or patent for any sign, symbol, shield, device or design for Dianetics or Scientology or their organizations must be secured for HCO. All these are registered to L. Ron Hubbard and by blanket transfer are the property of HCO only. The name in which it is done is L. Ron Hubbard; the owner is then HCO.

In the case of a new symbol, design, shield, device, or name, HCO registers the mark first and argues afterwards. Don't worry ever about cost of this. They're priceless to HCO and other people like to tell HCO it's too much trouble or too expensive, leaving the matter susceptible to piracy.

Master Tapes, Master Book Copies, Master Bulletin Files are all the property of HCO. Seize, hold, reissue only when you are sure you have your master copy and that the inferior copies can be issued without hurting your file.

HCO Secretaries have in this their first order of action, their first and continually most important duty. The items mentioned here are even ahead of pay cheque since they are the source of pay cheques for all.

Register anything, copyright anything, seize anything like this in the country of the HCO area, entirely independent of any other or the main HCO office.

Only when you have all these do you have an HCO.

Don't let one seal, one copyright, one design, one device, or even the names Dianetics and Scientology escape you on this. All the money you need to hire experts, lawyers, artists and pay fees is yours for the asking from the main office of HCO. Just ask.

What is the first duty of a new HCO Secretary? Seals, copyrights, marks, tapes, bulletins and books.

What is her chief continuing duty? Seals, copyrights, marks, tapes, bulletins and books, keeping them registered, registering any new ones, and using those we have.

What is her substance of office? Seals, copyrights, marks, tapes, bulletins and books.

What is her authority for being in office? My orders, the seals, copyrights, marks, tapes, bulletins and books.

She does not copy tapes from tapes or sell books or bulletins. She is the source of the copy people use to copy or print and use and sell. She is source in her area.

Given no part of this we have no HCO, no Dianetics, no Scientology, no clear Earth. All is confusion everywhere. Given it we have indeed brought order.

Concentrate on doing this. All else that we do then falls into line. Bring order first to our substance-seals, ethics, technology and awards. If we don't own it we can't tell anyone anything. And we do own it. Only we have to collect it.

Our possessions must not be permitted to lie in the rain.

L. RON HUBBARD

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**NOT HCO POLICY LETTER ORIGINAL COLOUR FLASH
NOT GREEN ON WHITE**

Extract from:

OPERATIONAL BULLETIN NO. 3

7th November 1955

HUBBARD COMMUNICATIONS OFFICE

The HCO takes over final authority on any certificates to be issued. The certificates are prepared by the various Scientology organizations, but they are finalized by the HCO. No other organization can issue certificates except the HCO.

W. H. Young
Chairman

L. RON HUBBARD

(copy HCO, Washington) (11/19/57) bt.rd.jh

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W.1.

HCO POLICY LETTER OF 15 NOVEMBER AD8
Issue III

OUTSTANDING COPYRIGHTS AND MARKS

No book issued on Dianetics and Scientology by any other author than myself has received my permission to copyright in any name but L. Ron Hubbard. If any book or pamphlet has been so copyrighted or any design trademarked it is illegal. The holder must be persuaded to assign or made to assign or sued until assignment is made. We never close such a case and never falter in expending money to accomplish this.

A simple request is ordinarily enough.

To leave one copyright outstanding anywhere is unthinkable.

All copyrights are made to L. Ron Hubbard, then after "my demise" it says in the franchise, to L. Ron Hubbard, Founder. But all copyrights, marks and rights, by blanket assignment are the property of and will remain the property of HCO Ltd the main office. Although the copyright is to L. Ron Hubbard it becomes by that the property of HCO with no further administrative action by reason of existing contracts and franchises.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London WA

HCO POLICY LETTER OF 20 JANUARY 1959
Issued at Washington

(This is to correct and replace HCO Policy Letter
of January 15, 1959)

All HCO Personnel

All HCO Secretaries:

When in doubt about copyrighting it, copyright it. Copyright and Trademark anything and everything.

L. RON HUBBARD

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Copyright@ 1959
by L. Ron Hubbard
ALL RIGHTS RESERVED

[Text of 15 January 1959 read simply, "When in
doubt, copyright/mark and file." I

HUBBARD COMMUNICATIONS OFFICE
LONDON

HCO POLICY LETTER OF 15 NOVEMBER ADS
Issue 11

LEGAL AID - HCO

Any HCO Secretary anywhere is fully authorized to incur any expense to secure or make the seals, file or transfer or assign the copyrights, trademarks or registered marks of Dianetics and Scientology, secure a tape library and a master book and bulletin file and protect and safeguard these.

An HCO Secretary may hire independent of her usual solicitors and definitely independent of the solicitors of the area organization, lawyers or attorneys who are experts on copyrights and trademarks to (1) train her in their use and value and (2) secure them to her office in execution of this bulletin.

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by L. Ron Hubbard
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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
LONDON

HCO POLICY LETTER OF 22 NOVEMBER 1958

Full distribution Ind. ACC Sth London

**OWNER OF MATERIALS
THE LEGAL VIEW**

The HCO is owner and custodian of all tapes, publications, bulletins and materials of Scientology.
This material even when sold is still the property as to content of HCO.

The physical tape, the paper, the covers, the boxes can be sold but the actual content of the tape or book is basically, by law, still owned. The fact of buying a book does not transfer data into other ownership which can then sell it. This is common practice and law and is necessary to safeguard the ethics of the subject as well as the trademarks and copyrights. The material does not pass into a new ownership for resale when a tape or book is sold.

ANNOUNCEMENT OF MATERIAL AVAILABLE

The 5th London ACC tapes and the 5th London ACC Question Periods tapes will not be pressed, sold or copied for any purpose. They are retained by HCO for use in teaching ACCs. The reason: Engrarn running is not easily taught and general release of data could be dangerous.

Students, however, are free to use it all they please or "own it" in a Scientology (not a legal) sense.

Therefore we have students who are experts and can audit the materials but we do not enfranchise students to teach or release these 5th London materials.

Instead I am making a series of HPA/HCA lectures in the near future and putting them on records. ACC students will be free to buy these and play them to Scientologists.

Dianetics The Modern Science of Mental Health and *Science of Survival* are soon to be available in any quantity for anywhere. Congress Lectures are now on records and are available to all Scientologists anywhere and it is recommended that *these only* be played publicly.

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
WASHINGTON, D.C.

29 November 1958

CONFIDENTIAL MEMO TO HCO SECRETARIES

FUTURE PROGRAMS

HCO will shortly be HCO Ltd. Each HCO will present its area organization with their exclusive area franchise for use of materials of Dianetics and Scientology. This will apply in all sterling areas and U.S.

Book stocks and sales, Congresses and ACCs will be wholly under HCO supervision.

Reason: These are the hats I myself wear:

1. Enfranchisement of areas (Ethics, Technology, Awards). By reason of holding all trademarks, registered marks, copyrights, etc.
2. Book writing, promotion and even manufacturing and sales. (All this backs up on HCO anyway sooner or later.) Books handled by Assns are usually a loss anyway. We could be careful and do a win.
3. Congresses. I have to ok them and furnish tapes and appear at them, so why not supervise them, too.
4. ACCs. I have to plan, oversee, organize and give ACCs, even ok their quarters, etc, so we have to handle ACCs anyway.
5. Magazines. We have to do everything about a magazine but mail it. So here is HCO for it again.
6. Legal supervision and Accounting audits.
7. Basic arrangements and policies of organization.

My hats include HCA courses, HPA courses, HGCs, PEs, etc, to a far lesser extent and these, the highest regularly income items, are for local area organizations.

HCO is "my personal office" in an area. Therefore, to be real we have to handle what I have to handle.

Looks like a lot on our plate. But we can speed up and do it.

Maybe when we have some of these things neat, the load can be shoved off. But right now we are for it.

Therefore, even before I give the official word, HCO Sees had better give these things their eagle glance and not be taken by surprise when the orders are issued to land on one or another item above. I know we can cope.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. 1

HCO POLICY LETTER OF 20 DECEMBER 1958

HCO Secretarial Letter of 20 December 1958

The HCO Secretary should handle bad clinical results by recommending to the organization the following:

- I Better discipline of Director of Processing and auditors, Auditor's Code compliance, HGC regimen followed.
2. Put poorer auditors on repetitive command processes only.
3. Put poorer auditors on processes which patch up ARC breaks as fast as they happen. (Fact~al Havingness; "Recall an ARC Break".)

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
31 Fitzroy Street, London W. I

HCO POLICY LETTER OF 2 JANUARY 1959

HCO OFFICE DESIGNATIONS AND PERSONNEL

There are three types of kCO offices. These are 1) Worldwide, 2) Continental and 3) Area.

In London all three office types exist. In Washington and Melbourne, Continental and Area offices exist together. Where there is no Continental office only an Area office exists.

Definitions:

WORLDWIDE (WW)-The central office of I4CO for this Planet. All accounting reports, copyright Piles, book inventory reports, authority for book printing and shipment, scheduling of ACCs and Congresses, appointment of Continental and Area personnel, issuance of all policy letters, issuance of . book MSS, HCO Bs, PABs, Magazine materials, tape transcription, etc are done from HCO WW. The general management of HCOs is done by me from London even when I am elsewhere than London. The ma-ter library of tapes, books, copyrights, MSS, are all in London. All routine reports, finance, requests for books, requests for policy, should be made to London.

HCO WW has as allowed personnel HCO Executive Sec World, HCO Communicator World, Magazines and PABs World, Tape Transcription W, Tape Library W, HCO Board of Review W, Book Administrator W, HCO Steno W, plus other personnel as needful.

Definition: HCO CONTINENTAL OFFICE: The central HCO office for one or more continents or islands. It handles books, tapes, lecture records, a magazine and other functions for a continent. Its main order of business is the sale and inventory of books in any given large geographical area and the publishing of a specific magazine for that geographical area and general supervision of it. A Continental office handles the traffic of a continent in terms of dissemination and coordinates HCO Area offices in its zone. It carries on my function of dissemination on a continental basis. It also handles ACCs and special events for that continent.

An HCO Continental office personnel consists of an HCO Executive Secretary Continental, an HCO Communicator C, a Magazine make-up personnel C, a Book Administrator C, one or more shipping clerks C, one or more file clerks or stenos C.

Definition: An HCO AREA OFFICE is that office that cares for a Central Organization in terms of preserving its form and structure, taking care of its *ethics*, technology and awards (certificates). It carries on my function of preserving and managing Central Organizations. It is for one Central Organization and makes sure that policies and programs are carried out, that good processing and training are given, that people who are trained get examined and certified. It administers justice. It helps care for special events such as ACCs and Congresses given in its area. It sells books only through the local Central Organization.

Its personnel consists of an HCO Secretary, Area, and HCO Communicator Area, an HCO Steno Area who is also Secretarial Executive (or governing) Director, Area, an HCO Board of Review part or full time. It adds clerks and stenos as needful.

You can see by this that there are three distinct sets of HCO lines, all of them important, all distinct.

Of course in early stages an office doubles up on its hats. HCO Continental and HCO Area may be the same office with the same people-but sooner or later, as traffic rises, the overburden of work starts swamping everyone. Then one should realize the wide difference between an HCO Area office and an HCO Continental office. HCO Area cares for a Central Organization. HCO Continental publishes a magazine and sells books and handles special events for a continent.

There are two types of lines here. They are *internal* and *external* Anything inside a Central Organization is *internal*, Anything flying about amongst HCO offices only is *external*,

The principle in staffing in HCO is this: Have a hat for every post involved regardless of the number of bodies. When a person gets overloaded, get in somebody to wear a part of the hats that post held.

For instance an HCO Continental office and an HCO Area office is running with the same people wearing both hats. Soon someone sees the local Central Organization is being neglected. Then it's time to get an HCO Area Sec and pass the police of the local organization and Secretarial Executive Director under her. Magazine make-up, general supervision, special events, are retained by HCO Continental Exec Sec. Then as load increases get an HCO Steno, give her Sec'I Executive Director under HCO Area See and catch up the files and help the Communicator. Learn to put new personnel under the hats where they are *needed* and before everybody collapses from overwork.

The problem of my own traffic when I am in a Continental office is handled by airmailing all bulletins and policies and MSS I write straight to London for reissue there. Thus my presence does not mean expanding an office beyond its normal complement or contracting London when I leave. This is a set pattern wherever I am.

Area HCO Offices are not necessarily dominated by Continental offices. Chain of command is from London WW to Area offices with Continental HCO always informed. This is done to speed comms. London mails bulletins, etc direct to area offices and also to continental. Magazine articles can go to Continental offices only,

A Continental and the WW office do not need to be inside the building of a Central Organization. On the other hand an HCO Area office *must* be in the same premises as a Central Organization to help or function at all. Therefore when a Central Organization is space starved, HCO, funds permitting, should rent other space for Continental and book storage and shipping if in the same town.

All Central Organization org boards should include the Area HCO office up in the right-hand corner with dotted liaison to the Asst, Assn or Org See of the Central Org. Another board near the Central Org's board should carry the org chart of HCO Continental and HCO W. This is in any Area office.

HCO is a wholly practical organization, grown out of my own functions. To bring order it itself must be orderly. Its comm lines must be very precise in order for them to have impact. I think you will find on study that HCO office types as designated here will tend to speed the comm of Scientology around the world with a minimum of difficulty.

L. RON HUBBARD

LRH:mp.gh.cden

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, **Sussex**

HCO POLICY LETTER OF 13 JANUARY 1959

Issued at Washington
(Re-issued at Saint Hill 20 October 1959)

HCO Area Sees

HCO AREA SECRETARY MATERIAL
Advisory Duties to a Central Organisation

PURPOSE: To ensure the survival of a Central Organization by assisting it to render sincere, effective service in the fields of policy, ethics, technology and awards; and to assist LRH to wear his hats in this regard.

A major part of the duties of an HCO Area See consists of supplying a Central Organization with services as follows:

POLICY

There are definite and well-considered policies which make up the structure and hats of a Central Organization. These are all issued as Directives. These have the approval of boards in the field of management. They are the hats of staff members in a Central Organization. They appear today as Secretarial to the Executive. Director's.

All confusion generated in a Central Org stems from five sources:

1. Failure of a staff member to know his hat and perform his duties thereby.
2. Inability of a staff member to do his job.
3. Public confusions about the Central Organization.
4. Lack of written policy.
5. Lack of funds.

All of these in the above order of importance, are the concern of the HCO Secretary where her zone of action is the Central Organization.

Each of the above categories is headed emergency when it goes wrong.

HOW TO PUT ON A HAT

The work of the Org Sec or Assoc See and Department Heads is to get people to get the work done. Actual work performance, personnel and issuing orders belong to these only, not to HCO.

The complete limit of an HCO Area Sec, in the matter of policy, until categories 2, 3, 4 and 5 are clearly observed, consists of the following:

Hat Drill:

- (a) Call in a staff member having him bring his hat
- (b) Open the hat and read a few lines silently
- (c) Ask the staff member to directly quote the substance read
- (d) Should the staff member be unable to quote the substance, return the hat with calm advice to study it; or
- (e) Should the staff member know his hat, thank him.

The above is the total drill. **STABLE DATUM:** When order is entered, confusion blows off. Therefore, never Q and A with, agree with, be amused about and try to answer confusion. A staff member knows his hat or he doesn't. If he does there's no confusion. That's it.

If the above is done with dignity as often as necessary or after hats change, it will prove to be enormously helpful to the Org See, Assoc Sec, or Dept Head. They can get the work done. They always fail to get the hats understood.

The HCO Area See is not the manager. In doing the above she does all I ever do in educating people in their jobs. I just keep pointing out the existence of order and know-how. I never Q and A with confusion. I never agree with it. I never explain. I only point out the orderliness of things and staff members eventually learn their posts and do their jobs well.

Serious complications, ARC breaks, more confusion than can easily be handled can easily be generated by doing more than the above steps.

When step 2 above is clearly the case then the HCO Area Sec advises the Org Sec or Assoc Sec or Department Head, never the staff member. If no heed is taken the HCO Area Sec then dispatches me the full particulars.

If a hat doesn't exist or new hats are needed. that's the time to yell for the Marines, namely me. But mere confusion is no reason to yell. Don't expect me to furnish extraordinary solutions. I have already furnished simple ones. All confusion stems from 1, 2, 3, 4 and 5 above-but mainly 1 and 2.

Don't ever act embarrassed or fool about in doing this drill. It's an auditing job.

That's all there is to policy except this: STABLE DATUM: When this action is unpopular with a staff member and covert criticism of HCO results, that staff member is an unwilling person and cannot take orders of any kind. Removal of this by auditing or dismissal will make a better organization. That has been proven many times and is no HCO defence mechanism.

ETHICS

The HCO Sec sees that the Code of a Scientologist, the Auditor's Code, and the Instructor's Code are known and used at all times by auditors and instructors and that the Code of a Scientologist is followed strictly by the Central Org in its service of the field and public. Aesthetics go with ethics and are a concern of HCO in all presentations, buildings, stationery, shows, books, dress. Scientology must look good, its tapes must sound good.

TECHNOLOGY

The HCO Area Sec provides the Central Organization with all needful technology, bulletins, tapes, records, books (for library) and data so that the Central Org can give the highest quality of service.

That HGC Auditors use allowed processes well and with the best presentation is a primary concern of HCO. The HCO Area Sec sees to this personally and consistently.

That students are instructed properly and in accordance with standard processes, and that LRH tape or records are played on every course is of primary importance to HCO. The HCO Area Sec sees to this personally and consistently.

Technology given in public lectures and performances must be standard and this is of deep concern to HCO when it is not.

The HCO Sec is the Custodian of Technology in any Central Organization.

AWARDS

Certificates and Clear Bracelets are the concern of the HCO Sec. To assist her in this she has the HCO Board of Review and bulletins about it.

Slow issue of certificates when earned, confused service on the Extension Course are guarded against and remedied by the HCO Sec.

That certificates mean competence is of primary concern to HCO.

OTHER DUTIES

The HCO Sec has other duties and spheres of interest. Copyrights, accounting, safeguard of a franchise for HCO and Secretarial to the Executive Director summarize these but these are all the subject of later hat editions, or earlier bulletins.

One final duty cannot be minimized in this regard-MEND ALL ARC BREAKS WITH HCO AND LRH WITH TR5N.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 14 MAY 1959

Convert to local Sec I E.D.

HUBBARD COMMUNICATIONS OFFICE

The purpose of the HCO offices is to act as stable terminals to an organization in any given area so as to provide immediate administrative assistance to LRH when in that area and communications from operations to him and from him when he is not.

The HCO is, in essence, a stable point to which can be communicated communications and difficulties in any area and these communications are forwarded to the proper terminals in the organization, or an analysis is made of the difficulty and communicated to another HCO terminal for clarification there. In addition to that, LRH may require reports on or about a given area and it is up to the HCO office to supply this information.

In use as a communication system from one area to another or from an area to LRH, the following procedure must be followed: The area must be instructed that any communications to any other Scientology area or to LRH must be forwarded through the HCO office. In this sense the HCO office in any area is a message center receiving from any other area and emanating to any other area in this network. Furthermore, the HCO receives materials from other areas and communicates these in their own area directly.

For example-A Director of Training dispatch which originates with the Dir of Training London: It passes from the D of T London to HCO London across the Atlantic to HCO Washington, and to D of T, Washington. This same procedure would be followed from Washington. D of T, Wash, originates communication. It goes to HCO Wash, then crosses over to HCO London, and HCO London passes it on to D of T London.

HCO also acts as a preparation and distribution area of HCO Bulletins. These are Bulletins or instructions to operations in general, to staff auditors, and to other things very intimate in the Scientology areas.

Casual communication with this office inhibits its efficiency and involves it in concerns which inhibit a swift expedition of my work.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
3 7 Fitzroy Street, London W. I

HCO POLICY LETTER OF 1 MARCH 1959
Issued in Washington

HCO Personnel
Assoc Sec London

FORBIDDEN HCO ACTIVITIES

No HCO or HCO Sec, full or part time, may do the administrative work of a Central Org or its personnel.

This means also that no HCO Sec may do letters, correspondence, filing, reception, mailing, phoning for an Assoc Sec, Org Sec or Dept Head.

This is so forbidden that entrance upon these activities or permitting a Central Org Head or Officer to use HCO for secretarial actions can cause the immediate dismissal of an HCO Sec or Personnel.

When such use of HCO has been allowed, chaos has resulted and the HCO office has become nullified and my lines cut. Therefore, it is looked upon in a very serious light.

L. RON HUBBARD

LRH:mp.rd
13.3.59

HUBBARD COMMUNICATIONS OFFICE
3 7 Fitzroy Street, London W. I

HCO POLICY LETTER OF 29 MAY 1959

TECHNOLOGY

It has come to attention that from time to time various written articles and technical bulletins have been copied for various purposes in a somewhat altered manner and no data source (name) included.

This is strictly forbidden as all HCO Bulletins as well as other materials are copyright LRH.

HCO should always "capture" any such random technical material and forbid its issuance.

In future to help prevent such occurrences and as non-enfranchised auditors will be receiving some HCO Bulletins-afll HCO Bulletins should contain a copyright notice as per books.

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by L. Ron Hubbard
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Rhona Swinburne
HCO Secretary WW
for
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 NOVEMBER 1962
(Reissued from HCO Policy Letter of June 4, 1959)

CenOCon

INSTRUCTIONS TO ATTORNEY OR SOLICITORS

HCO AREA SEC ENFORCE

It is my prerogative to instruct attorneys, lawyers, barristers and solicitors and to hold correspondence and conferences with them and to advise them.

PENALTY

Any Scientology Organization personnel seeking advices from attorneys, etc., without obtaining permission from me or passing them through me, shall be subject to loss of 50% of units each week for 10 weeks.

REASON

No attorney or solicitor has materially assisted us when not instructed by me and money has been lost and organizations damaged by approaching attorneys or solicitors without authorization on behalf of the organization.

DEPUTY PERMISSION

In my absence only a member of the International Council or his deputy may approach attorneys or solicitors and either myself or the International Chairman must be fully informed before any action of importance may be undertaken.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. 1

HCO POLICY LETTER OF IQ AUGUST 1959

HCO PERSONNEL ONLY

DATA REQUIRED AS REPORTS FROM HCO SECS

The first interest regardless of emergencies is promotion and dissemination. This means that the most important report is whether or not the magazine is "going out on schedule and whether or not PrR is functioning~ilertly. These are continuing reports of continuous interest.

The second interest is financial that being the most direct index of whether or not the promotion is reaching people and what marks we are making in the society. Weekly reports of income must come through to HCO from Accounts and through to me. In addition there is a Registrar's financial report on the number of sign-ups there have been in the week.

Of third interest is the effectiveness of the service being given and the quality of that service in terms of training and processing.

After that comes the general state of the Org departments beginning first with finance as to whether or not it is coping and whether or not statements are going out monthly and whether or not there is a complete statements book and a complete current bills book. The exact items mentioned 'for Accounts are **quite** important. I know at once if the statements aren't going out that Accts **is** running a can't have on the Organization and I know if there is no complete statements book there is no accurate issue of statements, causing ARC breaks. Further if there is no current bills book then it is obvious that soon we will have some big financial crisis to handle on HCO lines. The source of the majority of HCO Central Organizations emergency despatches is financial. Further, the greatest number of cans dropped by Central Organizations occur in the finance department through lack of financial planning,

The Department of next interest is training. If there are very few students we know that the training is very bad. The quality of training has been directly reflected in the number of students present for the last seven years

Then comes the HGC with the burning question of "Are they making any clears? And if not, why not?"

Then, but not necessarily in order of importance since it influences the whole health of the Organization, is the PE Foundation, on. A full PE Foundation means a healthy future survival. A thin PE Means a lousy PE Director and poor administration and public presence.

Next there is the matter of programs. Are the programs being carried out or aren't they, or of course are there any?

After that is Materiel and the burning question here is: First: Are the quarters clean? and Second: Are they holding down expenses?

Two organizations are being all but wiped out by bad s ending by the Dir of Mat. 'p

Next there is the state of any books sales. This again is an index of reach and a bad answer up on order filling costs us many gains.

Then comes CF. If CF is **good** we have got the data on the people with whom we are working and if it isn't good we'll flop.

Then there is Address. A good efficient Address set up means that we'll be able to locate people. If the Address set up isn't good, what use promotion, for where are the people?

After all these come Staff morale and other sections and activities.

What I have listed here is the way to put a finger on the pulse of any Scientology Organization. Starting at the top if we drop these people out of the line up as effective operating units in the Organizations, then we've had it. There are people around who would tell you that there are a lot of things more important than these things. But in fact, there aren't.

Under programs of special nature as above second only to promotion and dissemination activities, is the question of staff co-audit success. We'll be as successful **as** we are clear. There are three major buttons to be run out of all Scientologists to make us brilliantly successful everywhere. There are first victim, second money and the third will be given out in due course. Each of these should be run on a comm process with the terminal generalized. When these are fully flat throughout our Organizations you will see us soaring to success without any quibbles on the line. Naturally, we want all Scientologists to get these flat but Central Organizations come first on the line up.

The gist of this problem is this: By sheer hope and force of personality a few of us are overcoming the collective banks of everyone in Scientology that is idle or going back against us in his or her activities. When the energy and comm we are expending doing just this can be released broadly into dissemination we'll take this planet and achieve our goals with ease. So this special program always requires special mention.

Few reports are ever required on HCO since HCO people are already selected out for zing and I have every confidence that HCO will make it. In HCO I mainly want personnel changes to keep the rosters straight. And finance coming through routinely to grease the wheels of the fighting line.

This then is a general rundown on the reports that I want here at Saint Hill from HCO offices in Central Orgs. I want HCO to keep its finger on Central Org pulse and keep it going somehow no matter how until we're thoroughly ahead everywhere.

Best,

RON

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 AUGUST 1959

Ltd-HCO Sea Only

REPORTS REQUIRED FROM HCO SECRETARIES

Following on the Special Telex bulletin which was sent to HCO Secretaries by LRH on August 8, 1959, here is a shortened questionnaire which HCO Secretaries can use to ensure that they are checking on all the data required, in this report. It is suggested that the HCO Secretary should at least once in the week, inspect some part of the whole picture as outlined below:

FIRST Promotion and Dissemination

Magazine going out on schedule? Dir PrR functioning alertly?

SECOND Financial

Weekly reports from Accounts coming to HCO every week? and sent through to LRH? Registrars weekly report on number of signups?

THIRD Effectiveness of Service

Quality of training and processing?

FOURTH general state of Org Depts.-

Finance

Statements going out monthly?
Statements book up to date?
Current bills book up to date?

Training

Number of students?
Quality of training?

PE Foundation

Numbers?
Quality?

Materiel

Quarters clean?
Holding down expenses?

Books

Book orders coming in?
Book orders being filled?

CIF

Have they got the data we want in the files?
Filing up to date?
New names quickly in the files?

Address

Is set-up geared to help promotion?
General efficiency?

Special Programs

Staff co-audit?
Staff being used for optimum efficiency?
Other programs?

PH:brb.cden

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Peter Hemery

HCO Communicator WW

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 AUGUST 1959
(Addition to HCO Policy Letter of August 10, 1959)

Ltd
HCO Secs only

REPORTS REQUIRED FROM HCO SECRETARIES

It should be noted that the headings listed in HCO Policy Letter of August 10, 1959 are in order of *importance*. That is to say: Promotion and Dissemination come first in importance, then Financial, then Effectiveness of Service, and lastly the General State of the Organization Departments and Special Programs.

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Peter Hemery
HCO Communicator WW

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 OCTOBER 1959

Ltd

**HCO ORDER OF IMPORTANCE
OF ACTIONS**

The following actions of HCO are in the order of importance:

- L Speed up communication at all relay points.
2. Analyze and report on Central Orgs.
3. Promote and Disseminate.
- I. HCO is basically a communication organization and no HCO personnel are outside this fact. HCO puts in comm systems and takes the lag out of them. This is done by designing adequate systems and taking the lag out of relay points. In HCO, if it's comm, do it *now*.
2. HCO exists as an exterior view to Central Orgs and, by knowing more about how a Central Org should run and by seeing its difficulties better than people more involved, analyzes Central Orgs and finds solutions to any and all of the great number of Central Org problems. HCO is never run by a Central Org as that would destroy its function as outlined herein.
3. HCO is Central Orgs' future. They almost never handle future in a Central Org. That's giving "future" to HCO.

HCO handles future by suggested and executed promotion. HCO gets the books out-its first promotional function. It gets the magazine out. It plans, it executes promotional stunts. HCO is the book seller, the advertising agency and the public relations department all in one. All these are future things. When they are not done Central Org, living in the present, goes downhill. It's up to HCO to keep Scientology promoted and going uphill, foreseeing the tough spots and getting over them to bring the Central Org to eventual victory.

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 19 MARCH 1960

CenOCon

ORGBOARD

The following Hat additions have been approved:

HCO SEC HAT-PERIODIC DUTY

An HCO Sec should occasionally get the Central Org Dept Heads and Org Secs together for a Tour of the Organization Board. This is to make all posts more real, to give live communication on the subject, answer any questions and in general make the Org more real by making the posts and who occupies them, and post purposes, more real.

HCO Sec would start at the top of the Board, pointing out the purpose of the Org. Then calling attention to the Bd of Directors. Then the Executive Director and his purpose, and so on down the Board, explaining what each post is for (its purpose), which dept it comes under, and who is currently occupying it. He would point out each and every post listed on the Board. He would answer any questions concerning the entire Board and clear up any misunderstandings which might exist. He would continue to do this periodically as he saw fit. (Whenever a staff member is moved up into a Dept Head position the HCO Sec would take him to the Org Bd and make certain the Dept Head knew it thoroughly.)

FOR ALL DEPT HEAD HATS

Whenever a new person comes on staff and is placed in your Department, as soon as you have him on his post and he is squared away in his job, take him to the Org Board, and go over it thoroughly with him, explaining the various posts in the Org and their purposes. The purpose of this is (1) to remove any confusions the new staff member may have regarding names of posts, their particular purpose and who occupies Org posts, and (2) to make the Org immediately more real to him. The Dept Head answers any questions the new staff member has regarding hats or posts or anything shown on the Org Board.

Peter Hemery HCO Secretary WW for L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 NOVEMBER 1960

CenOCon

HCO AREA SECRETARY HAT ADDITION

It is the responsibility of the HCO Area Secretary to ensure that Executives who are consistently giving out orders and possibly taking action of a punitive nature do not get stuck on an outflow. That is to say-through pulling some overts as part of necessary duties an Executive by not getting these cleared or confronted goes onto a compulsive run of overts which are quite unnecessary against the Organization and staff members.

The action of the HCO Area Secretary would be to make sure that timely assistance (is given) in the way of auditing-perhaps some scheme whereby the Executive concerned receives 2 hours a day for a period, the auditing to be mainly concerned with the clearing up of ARC breaks, PTPs and O/Ws on Organization Personnel.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 JANUARY 1961

All Personnel in HCOs and Cen Orgs Hat check on HCO Personnel.

- Urgent -

With the advent of HCO Ltd
the following is in immediate effect, even
before HCO Ltd is qualified in your area.

DUTIES OF HCO

To establish the new world wide expansion of Scientology, our first order of business, having resolved technical and dissemination, is to bring about even more effective HCOs.

The following will remain stable as to duties and policies of HCO.

The first action in bringing order to an area is to establish order *in* HCO so that HCO can establish order.

The duties and policies of HCO are as follows:

Make Ron's postulates stick.

Bring Order.

Concentrate on posts, lines and flow particles *not* personalities.

When a Central Org staff member *must* have auditing before he can perform his duties, relegate the matter to the D of P.

HCO DUTY IMPORTANCES

The following actions of HCO are the actions of HCO in the following order of importance.

A. COMMUNICATION

B. COLLECTION

C. TECHNICAL

D. ADMINISTRATION

E. DISSEMINATION, BROAD

F. ETHICS

G. CERTIFICATES AND AWARDS.

Under these sub heads we get all the actions of HCO.

A. Communication: The first action of HCO is Communication. Before anything else is done Communicate and take care of communications. Then do other things. Communication has priority over all other actions. HCO is first a Communication Office and then other things. HCO is *my* Comm Centre in a Central Org. My comms have priority over all other comms. HCO relays them, deletes backflash and keeps me informed.

The good order of Central Org Comm lines is also the business of HCO.

The primary comm line to the public is handled by HCO.

B. Collection: The second most important action of HCO is my collections both for its survival, for my research and for our survival.

HCO must be solvent. Even if a Central Org is teetering, HCO must remain solvent with money in the bank. Otherwise, who is to handle emergency if a Central Org slips?

For ages, Central Orgs thought they could survive only if they absorbed my book money, royalties and special events. When these were taken away by HCO Central Orgs began to gain some self respect. No Central Org now needs any part of them, Before they pay the light bill they pay HCO.

HCO must have a creditor folder in a Central Org's bill file with all it owes me or HCO in it.

HCO must keep its accounts and stay solvent. Otherwise my terminal might vanish and the area could collapse, according to long experience.

Give to HCO what is Ron's.

HCO WW owns all HCO bank accounts and may draw them down at will. There is no percentile arrangement between an HCO and HCO WW.

If an HCO has the money it should have I can operate in an area. If it doesn't I tend to stay away as it means other areas must bear the expense of a low HCO.

HCO's Accounts must always be capable of being summarized by an accountant.

I must always have a signature on all HCO accounts.

C. Technical: HCO is the technical repository and library of an area. Its bulletin files, tape library, book section and policy letters must form a complete knowledge of Scientology and administration, available to itself, the Central Org and Scientology personnel. This library must be so composed as not to lose its bits and so as to be able to issue HCO Bulletins and Policy Letters with ease always retaining a master copy.

HCO *must* make sure technology in use is understood by all technical personnel-executives, auditors and instructors. This is done by "hat checking" them on vital HCO Bulletins signed by me. The foremost hat of any Scientologist is the hat of a Scientologist. HCO makes sure it is worn technically. After all, in November of 1960 we finally ceased to grope on any technical matter. We now know we know. It's time all Scientologists, old or new, got that idea too.

The first and most fatal breakdown in any area is *technical*. When technical goes, all else goes. New good personnel-the new executivps-surety by registration people-auditor morale-student confidence-income-all these things fall if technical fails. All these things happen if technical stays up.

I said in 1950, "it would go as far as it works". Now it's working. It will go as far as it is supervised and checked.

HCO guarantees technical excellence by technical hat checking Central Org people.

Do it and win. Keep the library and win. *Hold* the technical fort and win against the lot. Our ammunition is know-how. Fire it and replenish the magazine.

D. Administration: The Administrative Pattern of a Central Org is known to us and is a perfection drill.

If all Central Orgs have the same pattern and reports, I can administer Scientology and it can grow. If they're all different or if one fumbles, my task becomes heroic.

Y!

The pattern of the posts, lines, terminals, action, and reports of a Central Org are becoming an exact pattern.

This pattern must be hat-checked into solid existence by HCO.

D. Security: Under Administrative excellence comes security, When security fails we know administration ceases.

Security checking is part of administration.

This is not a moral problem. It is one of getting the job done.

When Security fails we get Dev-T, unrest and emergencies on the Admin lines.

We care not for the *personality* of the man or girl on the post. What we care about is the post, its particles and flows, Face the post, not the personality. If the personality fails, send it to the D of P and keep the post functioning, It's kinder on the personality.

ppr.....

E. **Dissemination:** Broad, mass dissemination (mags, books, ads) is the province of HCO. Individual dissemination to individuals is the province of the Central Org.

HCO sets the quality. The literature, the sound of tapes, the excellence of the broad appeal is all the province of HCO.

F. Ethics: Field and Org ethics and methods of enforcement are 4 minor functions of HCO. It must be done but is not the end-all that the medics made it. We shall soon see every Scientologist state licensed, I hope: That, with us running it, Will make this job easy. Meanwhile-cope. After ABCD and E are done.

G. Certificates and Awards: These are issued promptly and, on merit, by HCO.

Please *know* the above, HCO and get the picture in perspective. It will be easier. Thank you.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO. POLICY LETTER OF 31 JANUARY 1961

4ssn Secs
HCO Secs

SPHERES OF INFLUENCE

There is no reason for conflicts amongst HCO Offices and HASIs.

If the functions of organizations and hats are well understood, there is no reason for confusion.

An HCO Continental Office has these basic functions: To broadly disseminate Scientology to masses of people not connected or not yet connected with Scientology. This is done by Magazines and preparing proper literature.

Continental legal representative for Scientology is an HCO National function.

Broadly, the technology and dissemination of Scientology and its awards and good name are an HCO Continental function.

Supervision of all HCO Offices on the continent and their activities is an ACQ Continental activity.

An HCO Continental Office does not pin down on one Central Organization to the exclusion of broad dissemination and the conduct of other HCO Offices.

An HCO *Area Office* has in its keeping the library of Scientology Information for the use of the Central Org to which it is attached. It takes care of collections. It makes sure that HCO Bulletins - and HCO Policy Letters are read and understood by the

Central Org. It keeps the Org Board. (There is no change here from the Org and its 15 members.)

the HCO *Policy* Letter that recently laid down the duties of an HCO Area Office.) It can security check any Scientology or Central Org personnel.

An HCO Area Office does not run the Central Org or hire or fire its personnel but in case of emergency and in the absence of competent Central Org personnel may find it necessary to take charge temporarily. This has happened now and again in the past.

The Association Secretary or Organization Secretary has full authority over his or her organization and personnel. It is *his* or her task to cope when policy does not exist, to hold & form of the organization, to keep it busy and prosperous and its morale high.

In times of expansion I find it necessary, as Executive Director of a Central Org, to shift its form and activities toward a greater reality. At such times my orders are relayed through the Comm Lines of HCO or, in rare cases, directly to the Assn (or Org) Secretary or the Organization's personnel. I try to stay on command lines but I sometimes have to have data from staff members directly. I always try to inform the Association Secretary when this happens. A by-pass of this character happens usually in times when command lines have broken or when emergencies of magnitude threaten an Org's existence or when I am hunting for new Org patterns that will work.

In short, an HCO Continental Secretary is supposed to see that more people hear about Scientology * Iggy on a mass basis - that better handouts and write-ups exist, that Scientology stays firm on that continent or part of the world and that HCO Area Offices function well with well-staffed personnel.

is

An HCO Area Secretary is supposed to see that technology stays high, that awards are issued properly, that people in Central Orgs know their HCO Bulletins and HCO Policy Letters and that the Org Board stays straight and that Communication first and foremost occurs and that HCO remains solvent.

On most Continents or in large areas the HCO Continental and the HCO Area Office of a Central Org are together. This makes for confusion, perhaps, but for the time being, is an economic measure. But although they double up personnel they should not be too duplicative in their duties. HCO Area rates its own office, even if it's small, its own access to files and facilities. As things expand, HCO Continental should establish separate quarters as feasible economically, but that's mostly future and depends on Central Orgs really making money.

This HCO Policy Letter is not laying down policy, it is only seeking to clarify functions. None of it has any force of law, it only seeks to promote a good understanding at a time when expansion heightens confusions and at times even tempers.

It is my task to establish a new form for Central Orgs. It is the HCO Secretary's task to make it understood and to make sure it takes form in fact. It is the Association (or Organization) Secretary's task to cope if necessary, to make the Org and its personnel get the job done and to run the whole service activity of Scientology, and to keep up staff morale. It's the HCO Continental Secretary's task to make more people hear about Scientology, to guarantee the quality of presentation, to make sure HCO Area Offices are effective, to conduct special events and, of course, as in the case of all HCO Offices, to make my postulates stick.

If we do just these things we can expand with a minimum of strain and a maximum of effectiveness.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 FEBRUARY 1961

Cen Orgs
Copy for each
Staff Hat
Not for Franchise

THE PATTERN OF A CENTRAL ORGANIZATION

HCO AREA OFFICE

An HCO Area Office is attached to each Central Organization.

It expedites internal and external communications and in particular communications to and from HCO WW and myself.

As part of communications supervision it has checks into existence with staff members HCO Bulletins, HCO Policy Letters and other official releases.

It issues and keeps to date the organization hats. HCO Area keeps the Org Board.

Fundamentally it is also a library of technical and administrative data consisting of books, mirrors, tapes and general know-how.

HCO Area has the power to take action to maintain a high technical level, a good administrative form in the organization and to security check personnel.

It examines students and issues certificates through its HCO Board of Review.

Mainly through the HCO Continental of a continent it reaches broad masses of the public where a Central Organization reaches individual members of the public.

The whole activity of an HCO Area Office is Communication, Collection, Local Book Sales, Technical Level, Administrative Form, Ethics, Certificates and Awards. To this, through HCO Continental, is added broad promotion and dissemination such as public book sales, the magazine, ads and special events.

L. RON HUBBARD

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[Excerpted from HCO P/L 14 February 1961. A complete copy is in Volume 7, page 147.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 FEBRUARY 1961

CenOCon

HCO CONTINENTAL

The duties and activities of HCO Continental are generally defined as helping me wear my hat in the Continental Area.

To fully understand the duties of HCO Continental one has to understand what I do or would do and then see that it is done.

First would be the general, mass dissemination of Scientology by books, magazines, tapes, etc and Special Events such as Congresses.

Second would be ethics, certificates and awards which would include justice.

Third, but not in order of Importance, would be technical excellence and results in processing.

Fourth would be the good functioning of all HCO Area Offices in a Continental Area, their personnel and finance problems and seeing that they do their job as outlined in a recent HCO Bulletin.

Fifth would be the preservation and form of Central Organizations and their income and survival, particularly during a State of Emergency (HCO Policy Letter of February 17, 1961, Issue 11).

Sixth and throughout would be action as a personal secretary or personal secretarial functions to myself.

Seventh would be handling franchise holders and field auditors.

Eighth would be legal activities.

In short, Continental is an extended arm of HCO WW and maintains my presence and action in a Continental Area.

Just as my own hats are generalized and at times nebulous, so are HCO Continental's duties.

HCO Continental is governed by the maxims-Make Ron's postulates stick-Keep Comm going-help Ron wear his hats.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 FEBRUARY 1961
Issue II

CenOCon

STATE OF EMERGENCY

In HCO Continental in particular and in HCO Areas, no management actions are undertaken toward a Central Organization (except for hat checks and other routine duties as covered in the Actions of HCO Area Offices) unless there exists a State of Emergency.

If a state of emergency exists in a Central Organization, HCO must assume that management has already to some degree failed to:

- (a) Follow the form of a Central Organization
- (b) Put standard policies into action
- (c) Show initiative, or
- (d) Put properly qualified personnel on post

and HCO must pitch in and act to help the Assn Sec with or without his or her approval.

The indication of a state of emergency can be read beforehand from an O.I.C. board, being forecast by red lines in three or more graphs, or by three red lines on one graph. If management has tolerated this without action when one red line occurred a state of emergency has already begun when it reaches three, since this is patently one or a dozen dropped balls. The organization can be assumed to be out of control.

I almost never directly interfere with the running of a Central Organization beyond okaying Executives and Assoc Secs, codifying tested patterns of operation and furnishing policies based on existing experience. However, when a Central Organization shows signs of failing, I have to step in.

It is not a good thing to have to step in suddenly. It is always attended by swift action because I never step in unless an emergency already exists and in an emergency one has to act fast. Fast action is seldom attended by smoothness. But in the various emergencies which have occurred in the past when I had to step in, the Organization was enabled to survive.

HCO Area, HCO Continental and HCO WW, in that order, become aware of emergencies.

The main responsibility of handling and executing orders in a state of emergency falls on HCO Continental, often via HCO Area. But HCO Area may act alone, briefing HCO Continental meanwhile, until the situation is fully in the hands of HCO Continental. HCO Continental may act alone, fully briefing HCO WW and myself meanwhile.

Until a state of emergency exists HCO has little to do with the actual running of a Central Organization, beyond HCO Area duties as outlined elsewhere in HCO Policy Letter of January 9, 1961. But when a state of emergency has come into being, the powers of HCO representatives become the same as those of the Executive Director in all but signing contracts or certificates or awards.

The purpose of handling a state of emergency is to bring the organization up to survival level instantly, now, at once, by any practical, fast means.

The steps to be taken are:

- (a) Immediately inspect and instantly correct the Pattern of a Central Organization errors which might have developed;
- (b) Put standard policies in action where ignorance or "know better" may have introduced off-beat policies;
- (c) Demonstrate initiative, in remedying the situation and encourage initiative in others;
- (d) Security check personnel and get better qualified personnel on critical posts.

In a state of emergency an HCO Area Sec can appoint or transfer personnel up to department head level at will without consultation with anyone but with full advices to

HCO Continental. Such appointments and transfers are always temporary in nature and can be appealed in writing with full data and graphs by an Assoc See to HCO Continental, HCO WW or to the Executive Director. But the temporary appointment or transfer may not wait for the findings of such an appeal, but goes into effect the instant it is ordered, verbally or in writing by the HCO representative.

Reformation of departments or lines must take effect as soon as ordered by the HCO representative during a state of emergency. An appeal may be made, in writing, by the department head, or the Assoc See to HCO Continental, HCO WW or the Executive Director but the temporary measure must go into effect and stay in effect until findings are issued upon the appeal.

While all this may seem vigorous, it is what I would have to do and would do if I were on the ground. Thus it is in reality HCO Continental helping me wear my hat.

STATE DEFINED

A state of emergency is exactly defined as existing in the face of one or more of the following circumstances:

- I .The Central Organization Income falls below f 1,000 or \$3,000 by Thursday 2:00 p.m. of the week it comes in. (For City Offices f 500 or S 1,500. This includes only New Zealand, Los Angeles, Durban, Sydney, Perth, San Diego, Capetown, Seattle and New York.)
2. Two charts on the O.I.C. board show red lines of decline for 2 consecutive weeks (same 2 charts) as of the moment of posting on Tuesday at 2:00 p.m. reflecting the past week.
3. One chart shows a red line for each of three consecutive weeks by the time of posting on Tuesday at 2:00 p.m.
4. Twenty percent or more of HGC cases showing no gain or a decline in any given week.
5. The PE Foundation has less than 20 for the PE Course and less than 10 new for the Co-audit for any given week.
6. The Organization is dunned by a creditor.
7. Academy students unable to pass HCO Board of Review or Academy attendance very low, either which signifies a state of emergency in the Academy.

In the case of 1 (Income less than f 1,000 or \$3,000), the state of emergency is general and action may be taken throughout the organization.

In the case of 2, the state of emergency is general.

In the case of 3, 4 and 5, the state of emergency is confined to the departments affected.

In the ease of 6, the state of emergency is general.

As a state of emergency only comes about after balls have been dropped abundantly, and as this already betokens either bad morale or security risks present, do not be too upset, HCO representative, if your actions meet protest in one form or another in the Central Organization. Your action triggered only an existing protest. So don't ever worry about my standing behind you. I stand behind department heads and the Assoc See all the way unless a state of emergency develops. Then I back up HCO.

A state of emergency must be declared to the Assn See or, in his absence, his deputy, by the HCO representative before it officially exists.

One state of emergency may only exist for ten days from the date it is declared but may be declared again immediately after if the defined emergency is repeated.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 30 MAY 1961

HCOs Only
Don't Rernimeo

HOW TO CONFESS IN HCO

The way for an HCO to confess to me that it isn't doing its job now that tech problems are solved is to write me as follows:

Dear Ron,

We are having a dreadful time with low units. We have had to loan money to the Central Org even though you forbade it. We're sorry we can't pay for any of the books we're selling. We are having trouble finding good personnel. Here are some newspaper clippings-we are sorry it's bad publicity but PE made a mistake. We are not able to get out our bulletins because we haven't any money for HCO staff.

Oh yes, here's a clipping that says the Medical Association is after quacks and also here are a number of bad letters from the public.

Best, HCO Detroit.

Liberally translated this or any part of this reads in fact:

Dear Ron,

We are really goofing here in HCO. We get HCO Bulletins all right but we don't make them stick.

Quality is terrible in the HGC and Academy but of course that has nothing to do with us.

We made sure we didn't get a good staff auditor for Lists I and 2. We got one who propitiates and can't do a Security Check.

We'd like to get the Central Org on the ball but we can't confront how upset they get so we don't usually show them any policy letters. If any of your postulates stick here, they come in on a rumor line and get to Central Org by accident.

Clearing the public would take much too long so we abandoned it. It may not be true anyway. Certainly *we're* still aberrated.

Hope you are as apathetic as we are.

Worst, HCO Detroit.

P.S. We'll see if we can't keep technical at an even lower level. Then we can all go broke.

If the above bears any relation to persons living or dead, it is purely coincidental. Just assign it to my worse nature after working all night trying to solve problems HCOs should have prevented in the first place.

Anyone would do his job if there were a war on. Well, I've got news for you. There is. And unless you see that clearing gets routine in HGCs, and good auditors get produced by Academies, not just you, but the whole human race will have lost that war.

We win if HCO does its job. We win if we turn out releases and clears routinely. We lose if any of the statements made in the fictitious letter above remain long true and remain unsolved in HCOs.

Any part of that text is solved by HIGH TECHNICAL SERVICE.

L. RON HUBBARD

P.S. Thank God, I've never received anything like these letters. But I do receive lines in them. L.R.H.

HCO STANDING ORDERS

Standing Order No. 1

"All mail addressed to me shall be received by me."

Standing Order No. 2

"A message box shall be placed in all Scientology Organizations so that any messages for me may be received by me."

Standing Order No. 3

"All HCO Personnel and Scientology Personnel should not discourage communication to me."

I am always willing to help.

By my own creed, a being is only as valuable as he can serve others.

L. RON HUBBARD

*[From HCO Policy Letter of 18 December 1961
STANDING ORDERS]*

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 JANUARY 1962
(Reissued as amended on 21 June 1967)

Remitneo Tech Hats *Qual Hats HCO Hats*

HCO STANDING ORDER NO. 5
STUDENTS

All students formally enrolled into any Academy of Scientology shall be thoroughly trained.

The standard of the lowest professional certificate shall be such as to permit immediate and unashamed use of the student on graduation in any Hubbard Guidance Centre

The only lasting overt that can be done with Scientology is to fail to disseminate it well and accurately. This includes student training.

Students must be trained to expect and achieve spectacular processing results early in training.

Students must be oriented during training into caring for the cases of their preclears.

In event of a poor or difficult student, it must be demanded by Supervisors that the matter be remedied by Review or Ethics.

Students must be trained to resolve their problems with Scientology.

Students must be trained to audit regardless of their own restimulation or cases. When auditing, auditors do not have cases.

Students must not be permitted to sag or slack or fall away in attendance and this can be done because all such attitudes result from a student's failure to obtain a reality early in training.

We must train new Scientologists so that we can have pride and confidence in them as Scientologists, not from an examination of their record but from the sole fact that they have been Academy trained.

Students and Supervisors alike should fully understand that neither we nor this universe can afford to waste even one potential auditor.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 NOVEMBER 1962

CenOCon

RE-ISSUE OF MATERIALS

It is forbidden to re-issue Scientology technical data in bulletins and policy letters by a Central Org or office over some other signature than mine.

Culling bits out of a tape and issuing over the signature of the D of T or some such, as has been done in Australia, is not only an alter-is, it is also terribly confusing and opens the door to 1950 where countless "authorities" sprang up after lecture and "developed" a "new technology". I took responsibility of origin of my materials at that time to prevent further chaos and spinning pes. I have never relaxed that responsibility and we have done well.

If you excerpt tapes or notes, do so over my name, not somebody else's.

Materials for dissemination to the public can be of course rewritten and published so long as no confusion as to origin is generated.

Issues of materials of mine under other names without credit is the most destructive action that can be undertaken as it splinters the whole of Scientology.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 DECEMBER 1964

Remirneo
Franchise
Sthil Students

USE OF DIANETICS, SCIENTOLOGY, APPLIED PHILOSOPHY

In order to protect the good names of "Dianetics", "Scientology" and "Applied Philosophy" the following policies are continued or become effective immediately.

- I. All lectures, books, publications, films, models and diagrams on the above subjects are copyrighted by L. Ron Hubbard.
2. Permission to use these words is given to all bona fide holders of certificates issued by an organization accredited by L. Ron Hubbard, subject to the following conditions:
 - (a) The names, data, materials and processes are only to be used in connection with and in relation to the Level and Class for which the certificate has been issued.
 - (b) Technical information, by which is meant the "how" and "why" of our activities, must not be released by lecture., writing, demonstration or by any other means except by books or tapes published by L. Ron Hubbard, or an organization approved by L. Ron Hubbard, or on a properly organized Course by a person certificated to teach that Course, or in a properly arranged auditing session where a "process" may be applied within the Class and Level of the auditor.

Note: The reason for the foregoing is that when data gets relayed other than from the original source, i.e., book, bulletin, lecture, etc., an alterisness occurs, be it ever so small, which can be disastrous.
3. (a) The names "Dianetics", "Scientology", "Applied Philosophy" may only be used in a Company or activity name under licence from L. Ron Hubbard.
 - (b) Such licence can be withdrawn at any time.
 - (c) The licence is not transferable except with written permission of L. Ron Hubbard or a person authorized by him to grant such permission.
 - (d) Licences will only be issued to individual Franchise Holders.
 - (e) Licences will not be issued where the title includes a place name which indicates an area larger than the immediate vicinity of the Headquarters of the Franchise Holder.
4. Anyone practicing Scientology under any name other than his own must get permission of the Franchise Secretary.
5. The use of data and/or materials under another name or using the data and/or materials in conjunction with any other Philosophy is forbidden.
6. The use of data and/or materials other than for the betterment of an individual, group or mankind is forbidden.
7. Certificates and, therefore, permission to practice, etc., may be withdrawn at any time by L. Ron Hubbard or any person authorized by him to do so, if there is any infringement of the above or, if, in his opinion, it is necessary, for any reason.

It is not intended to stop any bona fide Scientologist, properly certificated, from practicing or using Scientology data or material; on the contrary, it is necessary to protect you from mis-use of them by others.

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 MARCH 1965

General Non-Remimeo
Franchise
Sthil Scn Staff
Former Sthil Grads
Sthil Students

**HAT MATERIAL
DIVISION I**

HCO SECRETARY WW

Under the hat of HCO Certificates and Awards, all matters relating to certification and membersffip are referable to the HCO Secretary WW when not handled at lower echelons.

Under the hat of HCO Justice, all matters relating to Committees of Evidence, Convening Authorities, carrying out sentences and review are referable to HCO Secretary WW when not handled at lower echelons, or for final review.

In matters of dispute, the award or revocation of Franchises is referable to HCO Sec WW under the HCO Policy hat. HCO Sec WW may over-rule the Franchise Secretary's awards or withdrawals of Franchise when these become matters of dispute.

Under HCO Technical Hat, all questions of what data is issued to whom and the proper routing of data to Scientologists is directed by HCO Sec WW, when clarifications are required.

All data to be sent to Saint Hill graduates is determined and executed by HCO Sec WW.

All organization conditions are assigned by HCO WW and conditions may also be assigned to org departments by HCO WW where the matter is overlooked locally. (See Condition Formulas Policy Letters.)

Any matter affecting HCO Area Secretaries or HCO Continental Secretaries may be referred to HCO Sec WW for clarification or decision.

HCO Secretary WW is the World Wide level Executive for Division One (HCO) and a member of the World Wide Council of Three of which the Org Sec WW and the Assistant Treasurer WW are the other two. (See Policy Letters of similar date.)

L RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 4 MARCH 1965
Issue II

General
Non-Remirneo
Sthfl Execs

HAT MATERIAL
DIVISION I (HCO)
TECHNICAL AND POLICY DISTRIBUTION

The HCO Secretary (WW, Continental or Area) passes on and makes available for issue all

1. Staff Releases.
2. Releases to HGC.
3. Releases to Academies.
4. Franchise releases.
5. Major magazine releases.
6. Minor magazine releases.
7. Org letters.
& Brochures.
9. Ads.
10. Instructors' answers.
11. Public lectures.

Bulletins and policy letters and articles may be

- A. Culled from files.
- B. Obtained newly written from LRH.
- C. Copied from LRH tapes and rewritten.
- D. Summarized from A, B and C without injecting new materials, policies or technology.

All Bulletins, policy letters and articles from A, B, C and D must bear the LRH by-line.

No other material is permitted on lines 1 to 11 above than straight Scientology. No interpretations are permitted.

All materials released, used or sold must be straight Scientology as given in the writings or lectures of LRH.

Under the Copyright hat, all HCO Secretaries must make certain that all materials published are properly copyrighted in the name of LRH. No org copyrights are permitted.

Books may not be advertised for sale or the advertisement paid for from the HCO Book fund except LRH books. To advertise and sell any other book requires HCO Sec WW clearance in writing for that one time.

No technical articles or letters by another person than LRH are permitted in Scientology publications. Only data written by others on application, use or results of Scientology may appear and any tech data if non-standard must be deleted from the article or letter.

Lectures by others on application, use and results only are permitted in public lectures of any kind including Congresses.

Use of Scientology technical or policy data in testimony is forbidden. Only application and results may be testified to. Only low level works may be read as part of any testimony and no Scientology words may be used in such instances.

All staff members looking for data to release, use or print must look to their HCO Secretary. If the HCO Secretary is in doubt, he or she should consult the next higher HCO Secretary.

No effort should be made by HCO to censor opinion or comment on policy or technology, the whole effort is to be directed to the dissemination and use of correct Scientology technical and policy materials only. As there exists a correct technology and policy structure, alteration of it becomes a retarding factor in organizational solidarity and expansion. The prime cause of alter-is in tech and policy is ignorance of it or stupidity.

POLICIES GOVERNING RELEASE

1. DISSEMINATE SCIENTOLOGY

That is the governing policy of all the rest.

2. DATA SHOULD BE CHANNELED TO THE RIGHT SOURCES.

If promotion is to one-legged men, don't send them materials about eyesight.

The dissemination materials are designed for the more able members of society who seek self-betterment. Don't channel them toward psychiatric cases or strata they would not have an effect upon.

Example: A person in charge of an org or HGC is psychoanalytically oriented and seeks only "patients" as preclears and handles them as such. The org declines because this is a wrong target since promotion was aimed at quite different people.

Example: An office is successful handling workers and longshoremen but new direction of that office seeks to pull in only idle intellectuals who would never act in any case, and the office declines. In either case, the source of success was not spotted and when direction of reach altered everything declined. The old public that was being reached was offended and the new public was useless. The above two examples are actual.

3. THE WORKABLE AND PROVEN MATERIALS OF DIANETICS AND SCIENTOLOGY ONLY MAY BE RELEASED.

This at once excludes all squirrel or off-line materials by others. Experience has shown that no significant or lasting developments have arisen off-line in 15 years following a whole track of very murderous technology other than Dianetics and Scientology.

This truth emerged in the first 3 years after 1949. Every effort was made to encourage other development. The LRH research hat was put on LRH solidly by others.

Every group and organization devoted to off-line materials that came into being-E-Therapy, Howes, others others others-all wound up discredited and rejected by everyone even their early promoters and adherents. Thus by the test of time and of continued use only, show that if an org adventures on off-line materials it will decline markedly or cease to exist. All groups that have departed or "dreamed it up themselves" have perished. Even psychology, psychoanalysis and psychiatry are dying, supported now mainly by governments, detested by the public. So this is not propaganda, this is a Survival fact; groups that use squirrel material fail.

4. ALL EFFORTS TO DISCREDIT THE PERSONS OF ANY LEADING OR REPUTABLE SCIENTOLOGISTS MUST BE SAFEGUARDED [AGAINST] IN ALL RELEASES, ESPECIALLY LRH.

This means more * than it seems to say.

The near-collapse of one org was traced back to a whispering campaign by its principals against LRH and MSH. All of "the data" was false. By newspaper standards it should have been listened to avidly. Instead, the public deserted the org and it nearly collapsed and the person who did it was eventually driven out of Scientology by fellow Scientologists although no discipline was ordered and the matter ignored.

The public buys only "our brand" despite newspaper publicity, government actions, whispering campaigns and rumour. This again is from actual experience. Orgs that apologize for its tech or people or LRH suffer a declining public.

It is a pure survival fact that failure to protect the names and repute of Scientology leading personalities and LRH collapses an org. The only proof is that those orgs that haven't aren't here any more and those orgs that strenuously have are thriving.

Protecting names and repute may also sometimes involve selection of correct materials. Example: Despite explicit orders to the contrary, mainly Level V materials were released at the Australian Enquiry. The org suffered heavily and not wholly from the government. The foolishness of it came home to most well-trained Scientologists.

Sending Level VI works to Level 0 people is easy to see and intercept. But an instructor teaching Level IV to Level II students is not always found until somebody blows. This comes under protecting names and repute as well as properly targeted tech because the recipients can't understand it and so may think it's silly.

Releasing unfavourable photographs, badly recorded tapes or films all come under this policy.

5. THE PUBLIC MUST BE PROTECTED AGAINST ABUSERS OF TECHNOLOGY OR POLICY.

Persons who try to use Scientology lines to get loans or funds for fraudulent purposes must always be exposed by HCO Secretaries by public postings when proven and Committees of Evidence when doubt exists.

A complaining pc does not come under this heading but more likely under the policy of correct technology or who to accept for processing, unless less auditing was given than paid for or no auditing at all was given, at which time it comes under this policy.

Anyone using a Scientology mailing list for purposes other than the greatest good for the greatest number of dynamics should be heavily censured and brought to book.

The Scientology public and any mailing lists are the exclusive property of HCO. It does not matter how the mailing list was gathered or if we ever saw it before. If someone used Scientology to collect names, that's a Scientology mailing list. It's ours and comes under this policy.

6. DELIVER SCIENTOLOGY WORKS, TRAINING, PROCESSING AND RESULTS.

Although actual training and processing is under Division II, whether or not it was or will be delivered (past and future but not current) is up to HCO.

By making the right materials available for publishing and use, in training and processing, HCO expects them to be employed.

If they are not employed, then the matter falls back on HCO to act.

The reason I had to continue research and writing myself as a lonely action was because nobody else developed anything despite my expectations and despite the money they spent. The reason I had to enforce use was because other technology crept in and failed, causing org emergencies. HCO then furthers my own hat, assumed for research in July 1950, and for control of things, to be sure tech wasn't altered or misapplied in 1952 and after. So long as those two things have been watched and kept in effect we have prospered. Where they haven't been watched carefully and where no control existed to get them in effect everything died as our history clearly shows.

Even when I strayed on research, we still did better than with the strayings of others. The public knows rightly that I correct any errors as soon as I discover them and that errors grew less as research went on.

Therefore HCO issues the best material it has for the right targets and notes carefully any lack of results because of misapplication and retains; the authority and control necessary to correct bad delivery under its Justice hat as well as its certificate and awards hat.

The formula is "Issue the correct data properly, correct use when delivery is poor or non-existent."

Early HCOs had some trouble in executing this policy because (a) they were operating on a technology that was advancing and therefore always changing. Now and then HCOs are held up by (b) my not being able to write up and issue or issue the needed materials because of comm line jams. The best solution for (a) is to issue what has *been* working and the best solution for (b) is to excerpt tapes or what you have and issue. However (a) has now vanished because of completed technology and (b) is becoming no problem to the degree I can get it written up and issued.

7. INSTRUCTION AND ADMIN POLICY ARE ALMOST AS IMPORTANT AS TECH.

Completely aside from developing Scientology tech itself it took 14 years to develop the technology of instruction (how to communicate the data and make auditors). It took 15 years to fully develop the technology of our administration.

Admin. publicly is looked down on, like 19th century psychology, because it was not developed. Teaching and business admin alike have been quite low paid or in disrepute in the civilization. They were not Sciences. For instance business admin students in a University are renowned for falsifying exams more than students of other

subjects. That's because there was no subject there anyway.

Why we had to know how to teach is self evident.

In Scientology, to keep our orgs going and live through bad times we have had to develop a whole new subject-Admin. We had to have its laws, the economic factors that regulate business and all the rest.

We are pretty good. People with "formal training" in subjects used irk our orgs are seldom as good as Scientologists who just studied with us as part of their job.

The main thing to know, like in studying our tech, in our teaching and admin there are two subjects there to be studied and used. Our teaching is Scientology type teaching. Our admin is Scientology admin. Both are regulated by Scientology policy. Orgs prosper when they know and use them and fumble and get poor when they don't.

Holding teaching and admin policy and releases in is best handled by insistence they exist and are ours and are not what the person thinks they are-borrowings from the schools or business world. The business world already borrows from us. The biggest management association in the world since 1958 or so has been duplicating (as well as it could) everything we do in business admin and planning. Of course, having no HCO, they squirrel and it's hard to see how they twist our stuff so far around. But it is our material. Even their "Congresses" have the same number of days and lectures and have programmes printed on our exact format.

When we have our teaching materials (not just "study") all written up you will see the universities use them. We already have some universities trying.

As we write our Admin up in books, business will use it all the more. But the point is, we lead in this field, others follow. We only develop and use Scientology Admin to help us as we go toward freedom. But we still use it and only it. Because it's more modern and it's what we need.

The thing to guard against in releasing teaching and Admin policy letters is the change factor. Teaching and Admin evolved with our formative years. Thus patterns and policies, like our tech, grew better. Growing better, some of it became obsolete.

When re-releasing an old policy letter, always blue pencil out everything gone old and contradicted by later policy letters. You can still salvage a lot that still applies-a surprising amount. But try to cut out the contradictions with our modern policy where they exist. After all, we were children when we first tackled teaching and Admin. As we grew, we became wiser. But even our Admin childhood has wisdom in it and in some places even more fire and interest.

Don't release contradictory hats where you can help it. Modernize them with a blue pencil whether you retype them or remimeo them or not.

That way none get a chance to invalidate a really great achievement-teaching that works despite aberration and Admin that works amongst Men.

8. ISSUE TECH AND POLICY AS BROADLY AS POSSIBLE WITHIN ECONOMIC LIMITS.

It costs money to issue anything. The way to sustain issue is get it paid for one way or another. Total subsidy of all tech and policy issue can stop its being issued for it is no longer economical to issue it.

Thus to disseminate over any long period, the data must somehow be paid for or dissemination ceases. Actually you can't give away Scientology really. Money, credit or favours will flow back. But often only after many years. And meanwhile people eat.

Unless you pay attention to the economics of dissemination you will cut the dissemination line even if only temporarily.

If you have data, don't try to throw it all away by frantic unpaid for dissemination. Use some of the data as a leader (to announce with) and sell the rest of it.

This applies to magazines, books, training and processing, all of them.

People don't respect data they read in magazines anyway. For some reason they respect books. The public believes books and hoards them and throws magazines away. Even paperbacks suffer. A book has to have a hard cover to gain respect.

Thus a magazine article on tech ideally should point up a book to buy. Tons of

bulletins are less well received than one book.

The point is, doWt invest a lot of money on the quality and thickness of magazines or other temporary media. Put the data between hard covers and sell it as a book.

Don't give a lot of free courses or free admittances to Academies or courses or free intensives in HGCs and call it dissemination. It isn't. Beyond a small amount it cuts your ability to disseminate. The cost of the give-away does not come back in and you can't finance more outflow because you gave it all away.

This can even happen to an HCO in its publishing to the org, mimeos and new books. It gives away all its materials to the org and suddenly finds the org "can't pay for more mimeo paper" or a new mimec, machine. The way to handle is not to charge for bulletins and policy letters directly but to insist the org profit by the tech and admin by promoting harder for the org.

My policy on this has always been to promote more business than the org can handle and then let it solve the jams thus brought about. Orgs I founded have never failed to handle such problems providing one demanded they did. The only problem an org can't handle is "no dough"; the only weak point of orgs, traditionally, has been promotion. They are sometimes even afraid to promote for fear they'll get too big (something wrong with the top exec's comm lines is the usual cause). I have seen an old time psychiatrically oriented D of P *book* pes 6 months in advance rather than hire more than 6 auditors and a queasy D of T seek to shut everyone out of an Academy "because they would not be socially acceptable".

Such persons in the wrong positions will rail against promotion-because it makes pes and students crowd in too hard. So you get plans "to train more only when we have instructors" or "few pes until the next Academy class graduates so we have auditors".

Instructors, auditors, that's Division 2's problem. HCO ignores it.

So part of paying for dissemination and ads is promoting to drive in more business than the org can handle and making it make more money than it can waste. An org always manages to handle the business and it always wastes lots of money.

So in issuing materials, remember to promote them too. Then there's always enough money flowing back to pay for more printing, more bulletins and policy letters, more books and tapes.

If you don~t become strenuous on this point of policy you will cease to disseminate. And I have always waived aside all objections to honest, appealing, clear-cut, heavy promotion as treasonable suggestions. Let somebody "doing the mag" complain about the "hard sell" in it (insistence people buy) and I always find myself somebody else and do the mag and go on promoting.

Therefore people who (a) want us to give it all away and thus end our ability to pay for more and who (b) shudder at the possible inflow, I always carefully note down in my little black book for transfer. And ark HCO See anywhere would do well to advise higher authority in all cases where efforts to reduce our ability to pay for our dissemination get in our way.

Whereas this possibly may seem unreasonable, it works. And every time I've not followed it ruthlessly, as a policy, we've come a cropper.

9. OFFER ANYTHING YOU OFFER AT A HIGH APPEAL LEVEL AT HIGH VELOCITY AND HEAVY IMPACT.

If you know it works and is the way, you will have no trouble with this policy.

If you don't, you will have trouble.

The answer to this policy is to have a good subjective and objective reality on Scientology. Then you couldn't keep yourself from following it.

L~ RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 APRIL 1965

Remimeo

Division I HCO Hats
Office of L. Ron Hubbard

**URGENT URGENT URGENT
FALSE REPORTS**

To all HCO Personnel *Hats* and to other org staff members for interest.

ALL HCO IS INTERESTED IN WHEN ORIGINATING COMMITTEES OF EVIDENCE IS FALSE REPORTS, FALSE ATTESTATIONS, NO REPORTS OR REFUSALS TO REPORT. ON CASES OF THESE ONLY SHOULD HCO CALL A COMMITTEE OF EVIDENCE UNDER MISDEMEANOR OR CRIME. CORRECT PROCEDURE IS DEMAND CORRECTION OR REPORT AND IF STILL FALSE OR STILL REFUSED HCO SEC CALLS COMMITTEE OF EVIDENCE AT ONCE. HCO WILL CALL COMMITTEE OF EVIDENCE WHEN REQUESTED BY OTHER DIVISIONS BUT ITSELF ORIGINATES COMMITTEE OF EVIDENCE ONLY AS ABOVE.

In this fashion you will find quite magically that HCO can succeed in doing what we've been trying to do for I S years-clear group engrams. The first technology on this was the Elizabeth Dianetic Foundation attempt, when all the staff were gotten together and tried to talk the group engrams out. This has never worked; you will find the above POLICY will work.

Be wholly relentless in executing this POLICY. Never let an instance go by. Always get the correct report when you detect the faintest discrepancy. Always demand demand demand the report when it's refused.

False attestations are death and dynamite. These come in when an Instructor or Auditor, D of T or D of P or Board of Review signs a request for CLASS or GRADE. This request infers and therefore "attests" that the student or pc is qualified for the Class or Grade. If at some later date (barring amnesty intervention) the student or pc is shown to be incompetent in that class or grade, HCO should at once unearth the original class or grade request and call a Committee of Evidence on whoever signed it since it was a *false attestation* of competence for auditors or state of case for pcs.

HCO signs all such classes and grades and therefore the CRIME is "putting HCO at risk of reputation by false attestation".

Such requests for class or grade need not be notarized or sworn to. The initials of the person or persons attesting that the student or pc has attained that class or grade is enough to become a false attestation if the student or pc weren't that good.

Certificates for courses we sign not for competence but for time on course, or for check sheet or that the account is paid. This is still false attestation if 1. The student spent less than the required time on course by reason of blow or absence or just not the required number of hours; 2. The student did not enrol properly; 3. The org was not paid for the training by policy letter arrangements; 4. There was no check sheet for the course; 5. The check sheet was not signed routinely as the student passed each requirement on the sheet; 6. The student has enrolled on a higher course with no certificate in hand for the required lower courses.

On CLASSES there are many sources of false attestation. It is a false attestation if 1. The student was not examined; 2. The student really flunked the exam; 3. The student was really incompetent at the level being classed for; 4. The student falsified something to obtain the request for classification; 5. The student goofed up at that level later after leaving. There could be others. They would all add up to "falsely saying it was OK for HCO to classify".

On Grade Certificates it would be false attestation if any request for grade is made, verbal or signed and if 1. The pc had not had the lower grades flattened; 2. The grade certificate of the lower grade was found to be false yet the pc was audited on the higher grade processes; 3. Any other processes were run instead of the grade processes; 4. The grade processes were altered in any way; 5. The student was not audited; 6. An auditor not classed for the grade did the auditing; 7. The pc was left in bad condition; 8. The pc ended up in an ARC Breaky condition yet the Grade was asked for by the HGC or auditor; 9. The pc didn't pay for the auditing in accordance

with current policy; 10. The payment, in the org, was not invoiced properly to the org; 11. The, auditing of the pe was found to contravene policy as to the org staff auditing outside pcs, or the two year org student or pc rule was broken in the case of an outside auditor; 12. The pc was actually a potential trouble so urce; 13. The pc had been listed as a Suppressive Person; 14. The pc was found to be a fugitive whose status was not cleared by HCO.

In the case of OIC DATA, the whole org relies on these figures. It is easily seen where figures are in discrepancy graph to graph-Example: "10 pcs being audited" on one graph and "no income HGC" on another graph. Or lots of entrances and graduations from the Academy but nobody listed as on course.

In such instances HCO *must* protect its reputation for accuracy and when such discrepancies are seen, a *very* hard line should be taken with those responsible and if they do not at once tell ALL, a Committee of Evidence must be promptly ordered. If they do tell all, a full report should be sent at once to the senior org and to Saint Hill, whose OIC graphs also may be out because of the false datum, thus hiding an actual condition from senior orgs.

If an org makes no report or fails to answer up when a report is requested, start burning the wires until the report is forthcoming. Never rest on it. If no report arrives even so, call a Committee of Evidence promptly.

If a person is told to report to HCO or something is supposed to be delivered to HCO and does not arrive, recognize the circumstances as a **WITHHOLD** and like ally auditor finally achieve compliance or call a Committee of Evidence.

When writing a SECED ordering a Committee of Evidence always state whether it is for "a false report" or "false attestation" or "no report".

You will find inevitably that *where there is a false report, a false attestation or a no report or a refused report many other offences can suddenly emerge*. These were hidden like a group cancer. Pulled to view, the group clears.

HCO has "guards and forces" on the org board. They come in HCO in the last department at the bottom. This is significant.

Troubles, commotions and upsets *only* occur *after* a series of false reports, false attestations, no reports or withheld reports. Sometimes the report situation has been sour a year or two before the offending group or person causes a blow-up in the area. Had we acted early on the false or no reports we would have prevented an awful mess.

Therefore you can safely say that we will not need "guards or forces" (such as sending an HCO See half across her Continent to handle an upset org) unless we have already missed on demanding the data.

Quite magical!

Other Divisions may also use this. They however also get involved with other offences and need Committees of Evidence for them. And we will convene a Committee at their request and say so in the SECED.

In HCO we only originate a Comm Ev when we have evidence of a false report, a false attestation or a no or withheld report and only after we've demanded it and failed to obtain it. Then we pounce. And pounce hard!

If we ate vigorous and brisk in pursuing this one matter, and if we are alert to detect the falseness or absence of a report and if on every serious technical or admin goof we trace back to *who* attested the person to be lily white and as skilled as the original "whizz kid" at his business and slap *them* with a Comm Ev, we'll have peace from Tierra del Fuego to the Mountains of the Moon, and a virgin with a bag of gold could walk through our domain untouched and singing her sweet song.

Get very expert in sniffing out the falsity in a report or the no report. And act!

Let other divisions work on other crimes and ask us for Comms Ev for them. Promote the idea now and on and on "if you want to get into *real* trouble, falsify something to HCO or fail to report; that's the fastest route to suicide known".

And make it stick!

And all will be well for we will then run out the group engrams which would otherwise remain, and so we keep the group clear.

LRH:wme.cden

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 JULY 1965

(Replaces HCO Policy Letter of
17 August 1959)

Gen Non-Remimeo

HOME ADDRESSES

We want to keep at HCO WW a file of home addresses and telephone numbers of all important staff personnel in every organization throughout the world.

Important personnel includes Executive Secretaries and Divisional Secretaries.

It is the responsibility of HCO Secretaries in each organization (or the Org/Assoc Secretary if there is no HCO Secretary) to see that these addresses and telephone numbers are sent in to HCO WW Saint Hill, East Grinstead, Sussex, England; and also to see that HCO WW is informed of changes and new personnel.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 DECEMBER 1965

Rernimeo

GIFTS

When a staff member has a baby the following line will be followed:

The HCO Area See in the org concerned prepares a card and sends to St Hill Exec Letter Unit, giving details of the birth, parents' names, etc.

The Exec Letter Unit secretary prepares a letter from LRH and one from MSH and forwards with the card for signature. These letters and card are routed back to the HCO Area Secretary.

The HCO Area See then orders a bouquet of flowers and attaches the card to those and has these delivered by the Flower Company. The two letters are sent separately.

A separate card and letter can be sent from the staff of the organisation. A supply of appropriate cards can be kept for these occasions.

Care must be taken to do this promptly so that the action is appropriate and doesn't occur a month or two late. Also as usual issue to the New Baby an associate membership as our welcome to the team.

L. RON HUBBARD

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[Note: The associate *membership* in the last paragraph has
been corrected from a life time membership per HCO P/L 31
December 1965.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 19 SEPTEMBER 1967

Remimeo HCO Exec See Hat HCO Area See Hat Dept of RAP Hats

**HCO DIVISION, DEPARTMENT OF ROUTING
APPEARANCES AND PERSONNEL**

In accordance with HCO Policy Letter of February 28, 1966 entitled "Danger Condition Data, Why Organizations Stay Small", the following sets out the sections and units of the Department of Routing, Appearances and Personnel.

All Organization Boards are to be posted in accordance with this line-up.

DEPARTMENT OF ROUTING, APPEARANCES AND PERSONNEL
Director of Routing, Appearances and Personnel

PARTICLE SPEED FLOW SECTION
Particle Speed Flow Officer

ROUTING UNIT
Routing In-Charge
Receptionist
HCO Courier
Routing Inspector
Routing Forms Compiler
Routing Signs & Badges Clerk

ORG BOARD UNIT
Org Board In-Charge
Staff Posting Clerk
Status, Classification & Grade Posting Clerk
Conditions Flagging Clerk

APPEARANCES SECTION
Appearances Officer

STAFF APPEARANCES UNIT
Staff Appearances Clerk

OFFICE APPEARANCES UNIT
Office Appearances Clerk

GROUNDS APPEARANCES UNIT
Grounds Appearances Clerk

MAINTENANCE CHECKING UNIT
Maintenance Checking Clerk

PERSONNEL PROCUREMENT SECTION
Personnel Procurement Officer

PERSONNEL ALLOCATION UNIT
Personnel Allocator

PERSONNEL ADVERTISING UNIT
Personnel Advertising Clerk

PERSONNEL INTERVIEW UNIT
Personnel Interviewer

PERSONNEL HIRING UNIT
Personnel Hiring

PROSPECTIVE PERSONNEL FILES UNIT
Prospective Personnel Files Clerk

PERSONNEL CONTROL SECTION
Personnel Control Officer

PERSONNEL ASSIGNMENT UNIT
Personnel Assignment In-Charge HCO Expeditors

PERSONNEL STATUS UNIT
Personnel Status Clerk

PERSONNEL ATTENDANCE UNIT
Personnel Attendance Clerk

PERSONNEL LEAVING UNIT
Personnel Leaving Clerk

PERSONNEL FILES UNIT
Personnel Files Clerk

HAT SECTION
Hat Officer

HAT ASSEMBLY UNIT
Hat Assembly Clerk

HAT ISSUANCE UNIT
Hat Issuance Clerk

HAT CHECKING UNIT
Hat Checking Clerk

HAT CHECKSHEET UNIT
Hat Checksheet Clerk

HAT RECEIPT UNIT
Hat Receipt Clerk

Mary Sue Hubbard The Guardian WW for L. RON HUBBARD Founder

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[Note: HCO Pol Ltr of 11 December 1969, Appearances in *Public Dips* (Volume 0-page 98, Volume 6-page 125), states, "The Appearance of the Org and Staff is transferred out of Department One, which becomes the DEPARTMENT OF PERSONNEL AND ROUTING ..." and places APPEARANCES in Division 6.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 NOVEMBER 1968
(Reissued from Flag Order 1406
of 1st October, 1969)

Remimeo

THE MAIN WEAKNESS

The Main Weakness in ships, Flag, all orgs is DEPARTMENT ONE.

The usual is to put the orders issuance typist on it and that's the lot. Typing doesn't even belong in it! Belongs in Div 11 Mimeo for the lot even though it keeps getting pushed back to Div 1.

The Third Mate gets so wrapped up in Comm and Ethics matters he to date, along with nearly all HCO Secs, forgets Dept I totally.

HERE BEGINS THE GAME OF MUSICAL CHAIRS. Post transfers in orgs stem in the great majority from Personnel scarcity. Procurement of new personnel belongs in Dept 1.

Look over the sections in Dept I and you will see they ARE NOT DONE BY DEPT ONE.

The post of its department head is usually really held from above even though somebody in Dept I has the title.

A COMPETENT executive heading up Dept I and getting ALL ITS FUNCTIONS DONE as ROUTINE (not as howling flaps) would cool off almost every ship or org upset.

So let's cease to transfer everyone daily and put somebody in charge of our Dept I s who can get the job *done*.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS
Saint Hill Manor, East Grinstead

HCO POLICY LETTER OF 17 AP

HCO Sec Hat
Dir RAP Hat
Applies to
Scn and SO
Orgs

VITAL

DEPARTMENT ONE

Department One is the single most important department in the Org.

This is true to such an extent that HCO could be otherwise unmanned but if Dept I were well manned and did its duty the org would prosper; but if Depts 2 and 3 were manned with Dept I empty and its duties undone the org would collapse.

Years ago practically the whole concentration in HCO was Dept I duties and orgs were efficient, well staffed and prosperous. To the degree Dept I fell out, Ethics crept in and **Of** shrank.

I myself have to keep an eye on Dept I functions as it tends to slip down the org board.

Dept I is the generation point of the org.

A new study I did of this, based on two actual situations of org long term upsets led to Dept I as a hidden omission. When Dept I functions went out, other functions fouled up.

If you are trying to get an org running without a strong, effective, well manned Dept I skip the effort-the thing to do is put in a Dept I fast and get it working fully.

WHAT'S ONE?

So what *are* the principal functions of Dept I?

Appearances was taken out and put in the Public Divs. Perhaps in some PLs not all the functions were given. But these functions are traditional and were developed and used in the earliest and later Scxi orgs.

The functions of Dept I are: PERSONNEL
ORGBOARD
HATS.

Now one *can* find a frame of mind which says once these 3 are done, that's it. You got people, got them on an org board and the hats are somewhere in policy. And it requires nothing more. **AND THE INSTANT THAT ATTITUDE OCCURS THE ORG PROMPTLY BEGINS TO HAVE TROUBLE AND FAIL.**

These three functions are a full day's work every day.

It's true that HCO Makes the Org as in HCO PL 7 Feb 1970 Issue II "HCO Makes the Org".

But Dept I of HCO is the key.

PERSONNEL

If you don't keep recruiting and pushing Personnel as a function you can't expand and certainly will contract. New personnel are always being taken on. There is often a ridge that buffers off people who want to come on staff-an old-timer attitude, a clique idea. It recurs often. Then one day you look up and there's not even a clique left. Old-timers are people who were once brand new! So how do you eventually get any veterans if you don't recruit.

Orgs do expand. Their expansion chokes for lack of a constant personnel inflow. if an old staff member "graduates" to a higher org where's the experienced staff member there to take his place if you didn't constantly recruit?

High calibre people can't be selected out from a thin recruiting line.

So Dept I has to work constantly on recruiting or the eventual state is no org.

There's no lack of business for an org. Tech Divs in '69 were BACKLOGGED as much as 70 to 125 pes. So who'd sign up if he had to wait. 300 signed up for triple Seri grades at one Congress. The org could deliver only 30 and brushed off 270 sign-ups!

This all comes down to Dept Is failing in 1 ~68! Failing to recruit new staff.

So nobody signs up just to wait. Pub Divs go into apathy. Pay gets scarce because the bigger an org is the more per capita it earns.

So personnel affects income.

Lack of recruiting brings about low per capita production as unsuitable or non productive staff has to be held on to when there aren't any more. Per capita earning for a Sen org fell to f 15-10 per staff member in 1969! That's silly. In a Sea Org org it was \$5000 in the spring of '69! That's per SO member in that org. Look at your Qual stat of number of staff divided into gross income for the week and you'll see what I mean.

It comes back to Dept I's personnel recruitment function. It's life or death for an org.

ORGBOARD

Putting up an Org Board looks like a one time action to some. Then it goes promptly out of date and as nobody can find anybody in the org; (as it's the routing chart as well) and as functions are left unmanned, there goes the gross income and there goes the org.

Key functions MUST be manned.

The Tech-Admin ratio never stays in view unless you have an up to date daily posted Org Board. When in a small org Admin exceeds 2 for every Tech person pay and financial planning go to pieces. When the org is bigger the ratio is 1 to 1 and the income higher, pay and facilities far better.

Yet how do you ever detect this without an Org. Board posted every week at the very least and every day at optimum.

The Org Board is the general plan, the function indicator, the routing and the personnel situation for the org. It's one of our best bits.

It's Dept I that keeps it there and keeps it up to date.

HATS

Our best trick is the hat trick.

Hats contain one's individual duties. They are complete.

In an old prosperous org every staff member had his post hat. HCO PLs and local write-ups in a folder were kept for every post and by every post.

They were compiled and issued by Dept 1.

And,/Dept I had a steady stream of staff members coming in and going out getting checked out on their hats.

Not just once. Every time stars sagged in an area, hat checks were done. A log of hat checks was kept.

Somebody in Dept I was always making up, issuing, checking out, logging, keeping straight HATS. One couldn't draw a final pay check in an org unless one turned in the post's hats and in good order too. The final pay check went to Dept I and was handed over in return for the post's hats.

Nobody went on post until Dept I checked him out on his hat.

Posts couldn't transfer without a hat turn over.

Losing a hat cost a heavy fine.

That's how important hats were.

Then what about the Staff Training Officer? He has a *training* function like Staff Status, like the Org Exec Course, like HDC.

Hats were hats. One studied them. One got checked out on them. Nobody got near a post who didn't know what it was.

And orgs prospered. And were happy.

ETHICS

When Dept I goes out Ethics comes in. There was no ethics post in an old org. There were *Dept 1* functions.

If staff members are too few, if the Org Board is out of date, if no one has his hat and doesn't know his job, then Ethics is inevitable.

And Ethics came in about the time when Dept I went out.

MISSIONS

A review of Sea Org Missions shows they have to do Dept I actions in orgs. Because there's no Dept I there even when there's an HCO.

So absence of Dept 1 -in orgs pulled the SO in and gave the SO a function that it didn't want.

AFFORDING DEPT I

I can hear an org with only 10 people in it, struggling along, being told it has to man up Dept I with I full time person at once!

What consternation!

"But we don't have the staff!"

"But that would throw out our Org Board Tech-Admin ratio."

"But we're all overworked and confused enough already

"We can't process enough pcs to afford it."

"Our students are so long on course we can't get any auditors

But those are all symptoms of a missing Dept 1. Even slow students. If the Course Super knew his hat he'd be in there amongst the students with 2 way comm and correct routing and slow would become fast.

Trying to run an org with no org must be quite a trick.

Get a Dept I in and operating and you'll see a fast difference!

L RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

For Hats oft
Association Secretary
organization Secretary
Reception
Registrar
Director of Training
Director of Processing

HCO BULLETIN OF 17 MARCH 1958
(Issued at Washington)

BODY ROUTING IN CENTRAL ORGANIZATION

It is a truism that if the people who walk up the front steps were all expertly handled by Reception, the Registrar and the Dir of Training or Processing as the case may be, there would be no dearth of students and preclears.

Example: In a certain office we were getting 2 preclears a week. The Registrar went elsewhere and a better Registrar was put on post. Instantly, without time for one letter to be answered by the now Registrar, we got *eleven* preclears a week. Investigation of this determined that the old Registrar was not interviewing promptly just the people who casually walked in. These people were not being handled and routed. Hence, low income.

ROUTING

Reception must regard everyone who walks in, trade people and business callers excepted, as a potential pe or student. Reception does not handle unless Reception is also Registrar. Reception calls Registrar and routes the body at once with a show of efficiency. If Registrar not on post, Reception routes to another officer, the Org or Assn Sec, the Dir of Tr or Pr. In other words Reception keeps none waiting but locates a terminal for the caller at once that can sign the caller up. Then Reception makes sure the caller physically gets to the org terminal.

This is Reception's first order of business. Callers in person take precedence over mail, phone, or other interests.

The Registrar or a deputy in the Org or Assn Sec or Dir of Tr or Pr signs this person *Lip* for *something-a book*, a membership, a one week intensive or a course. The person *must* be sold something large or small.

In signing up an obvious 7 wk case for 1 week of auditing-or 3 lus, the person goes to Testing on Testing's regular schedule. *Then* it is up to the Dir of Pro to sell the proper number of weeks. *Then* the pe comes back to Registrar.

On potential students *anyone* can be signed up for a course. But the Comm Course instructor can demand that processing be received before Comm Course.

Neat, fast, no wait, efficient reception followed by confident registraring can quintuple any org's income.

Reception does not permit callers to be talked to by hangers on or non-authorized persons. Reception chops this sort of thing without making it obvious to the caller. *Why?* Because students or off post staff or outside auditors can say and do things that drive away callers.

Why work with Books, Abilities, personal letters and good training and processing to get people to come in if nobody then cares for them. Or are we trying to waste people?

So let's snap them onto our lines fast, sign them up for *something* and get them wheeling along our very efficient channels in Pr and Tr *when they walk up that front step*.

Get it fixed into the org and channels that when they walk in they've had it. Go on that certainty and you've done half the job already.

Them as hem and haw are twice as easy to sign, to route. So do it. *They* can't help but win if we sell and sign. Neither can we,

Best,

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 SEPTEMBER 1967

Remimeo
Staff Hat

ROUTING FORM ATTESTATIONS

All terminals on all routing forms must sign their full name to the routing form and date when they are so signing. This is to be done where formerly only initials were required.

Such a signature is an attestation that the required action of that terminal is okay unless the signatory states otherwise on the routing form.

Unless signatures are signed and dated it can be very difficult to trace who (and when) actually handled the form at each step.

No terminal can pass on a routing form if the previous immediate terminal has not attested it as okay.

Written by a Board of Investigation Chairman - Monica Quirino
Secretary - Dalene Regenass Member - David Ziff

Mary Sue Hubbard The Guardian WW for L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 AUGUST 1959

CenO

issue the following as a See ED:

RECEPTION

When people call, Reception is to get the name and phone number of the person always.

Reason: Receptionist failed to get the whereabouts of a friend who called me-then the friend wound up in the wrong hands.

Invariable Rule.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 OCTOBER 1963

HCOs
Central Orgs
Reception

RECEPTION HAT

The following rundown on Reception Hat was written by Bob Oakes, HCO Area Sec in Los Angeles. Although parts of it are specifically applicable only to Los Angeles, it may be used in other Orgs and adapted to local usage.

PURPOSE: To create and maintain good communication and service amongst staff, students and the public.

The premises of the reception room are for the routing of bodies and communications into and out of the Organizational communication lines. It is the function of the receptionist to see that bodies of Staff and the Public move into and out of the Organizational communication lines. This means that no bodies are allowed to stack up, gather, or remain on the premises of the reception room for any length of time.

DUTIES OF RECEPTION:

1. To handle all incoming people.
2. To route all incoming people.
3. To handle phone calls.
4. To handle and invoice book sales.
5. To make appointments with the Registrar for anyone wishing Training or Processing, or information on Scientology.
6. The Night Receptionist is also the Personal Efficiency Department Receptionist, and has additional duties that will be covered later.

FURTHER DUTIES:

7. To attend Staff Meetings.
8. To know and carry out the Policies of the Organization.
9. To make certain that persons who have no particular business here are not allowed to loiter on the premises.
10. Miscellaneous duties, covered later.

ONE: HANDLING INCOMING PEOPLE

This is Reception's first order of business. Callers in person take precedence over mail, phone, or other interests.

Since Reception is the entrance point for everyone coming into the Organization it is vital that the Receptionist be of neat appearance and know how to run good 8C.

A. When someone enters Reception rise and ask: "May I help you?" Introduce yourself, be friendly, but don't fall all over the person. Remember that the person probably doesn't know about Scientology. That's what he or she is here for.

If you were absent from your desk and return to find someone waiting, ask: "Have you been attended to?" Handle accordingly.

B. The Reception area is not a lounge. No one but Reception is allowed to handle incoming people. Staff members, students, preclears or the general public should not be encouraged to loiter in this area. Students especially are notorious for interfering with preclears and new people. If this gets started somehow, break it off without being obvious. Deadbeats, hecklers and disreputable characters should be kept out of Reception at all times. If you need help to get them out, ask for it.

C. Reception must regard any people that walk in, except trades people and business callers, as potential Preclears or Students. Snap them onto our lines *fast*. Sign them up for *something*, and get them wheeling along our very efficient lines of Processing and Training when they walk up the front steps.

Get the person's name, address and phone number. Make out a green slip used for this purpose, and for change of address. Put on any additional information you have such as: "Person has read Dianetics", or "Person recommended by Joe Jones, HCA", etc. Route to the Letter Registrar for an Information Packet to be sent, then to Central Files.

D. NEVER give technical information in Reception.

E. Keep Reception area *quiet*. NEVER yell to a staff member about a phone call. Either ring them and tell them, or go see them.

F. Keep your desk tidy. Remember that people coming in are your future units, so treat them with respect. Don't scare them away. As the word *Reception* explains: PEOPLE ARE YOUR MAIN CONCERN ABOVE ANYTHING ELSE.

TWO: ROUTING INCOMING PEOPLE

- A. 1. Anyone requesting information on Academy Training or HGC Processing is routed immediately to the Registrar with a show of efficiency.
2. If the Registrar is busy, ask the person to take a seat and wait a few minutes.
3. If the Registrar is not on Post route the person to the Org See, the Director of Training or the Director of Processing.
4. In other words, Reception keeps no one waiting, but locates a terminal for the caller at once that can sign the caller up.
5. Reception makes sure that the caller is escorted physically to the Org terminal. Either Reception escorts in person, or has the Org terminal come and get the person. Introduce the terminals, being careful to get the names correct.
- B. 1. Anyone wishing general information on Dianetics and Scientology should be routed to the Registrar.
2. If the Registrar is not on Post, and no one else is available, handle it yourself.
3. For new people, always recommend the Personal Efficiency Course, and get the person's name for the mailing list.
4. Sell the person a book.
- C. Preclears or Students who report to you for Testing should be escorted to Testing-in-Charge and introduced.
- D. Trades people should be put in contact with the Director of Material and introduced.
- E. When a person comes in for a previously made appointment, notify the Org terminal by phone. Escort, or have escorted to the terminal. Introduce if necessary.
- F. 1. Anyone seeking information on the business of the Organization such as City, County, State or Federal Employees, Newspaper Reporters, or anyone else, ARE TO BE ROUTED TO THE ORGANIZATION SECRETARY ONLY. IN THE ABSENCE OF THE ORGANIZATION SECRETARY, ROUTE TO THE HCO EXECUTIVE SECRETARY ONLY.
2. These people are to be given NO information by you other than the name of the terminal they must talk to, and whether the terminal will see them.

THIS IS A MANDATORY, INVARIABLE RULE

- G. Anyone wishing Technical information should be routed to:
- (a) Registrar (b) Director of Training (c) Director of Processing
- H. Be sure that anyone that enters the building leaves with something solid, even if

it's only a rundown sheet on our P.E. functions.

THREE: HANDLING PHONE CALLS (HCO WW note: Make these instructions applicable to your own particular switchboard and system.)

- A. *Our phones have 6 buttons.* From left to right: Hold, three outside lines DUmkirk 8-3481, DU 8-3482, DU 8-3483, a blank button, a Comm Line button.
- B. "Hold" *Button.* To prevent disconnect when switching to another line, always press the Hold button first, then switch to the desired line.
- C. *Outside Lines.* All incoming calls use the number Dunkirk 8-3481, as this is our listed number. However, if line one is busy a new call is automatically switched to line two. If both are busy it is switched to line three. If all are busy, the caller gets a busy signal.
- D. *Incoming Calls.*
 - I The phone at reception is the only one with a bell signalling incoming calls. However, the call *can* be answered from any phone.
 - 2. Light Signals:
 - (a) *An incoming call* has a slow flashing light
 - (b) A call on *hold* has a *rapidly* flashing light
 - (c) A line *in use* has a *steady* light.
 - 3. Answering incoming calls.
 - (a) Press button and answer with: "Church of Scientology".
 - (b) Handle the person the same as if he or she was standing in front of you. (c) Find out who is calling, who they are calling and what they want.
 - (d) Record this information on a daily telephone call record sheet including who is calling, who is wanted, time of call.
 - (e) If call is to be relayed, press Hold button, press Comm Line button, and dial the Org terminal. Inform the Org terminal who is calling and the line the person is on. Make sure terminal takes call. Hang up.
 - (f) If Org terminal is not available, press line button and inform caller. Offer to take message. Write message on dispatch and place in terminal's Comm Center basket.
 - (g) STABLE DATUM: Always press Hold button before pressing any line button. This will avoid the possibility of disconnecting anyone already talking to an Org terminal when a new call comes in.
 - (h) *Incoming Long-Distance or Toll (Trunk) Calls.*
 - I Do not accept incoming *collect* (transferred charge) calls on Org business.
 - 2. If in doubt call the Org See, and ask if the call is acceptable.
 - 3. On collect calls for staff member personal business, call the staff member and let him or her decide if the call is to be accepted.
 - (i) *HCO Calls:* All HCO calls or calls for L. Ron Hubbard are referred to HCO to handle. Since HCO is not open in the evening, get person's name and number and tell the person HCO will call him or her in the morning. Then put the message in the HCO Communicator's Comm Center basket.
Other Calls: Calls for a staff member not on duty would be handled as in "i" above. The message is placed in the person's Comm Center basket.

E. **OUTGOING CALLS: LOCAL** (HCO WW note: Make these instructions applicable to your own switchboard and system.)

- 1. Most outgoing calls are made on line three, to leave lines one and two open for incoming calls.
- 2. Check to see that lights are not lit on the line you want to use, press the line button and make your call.
- 3. If you inadvertently pick up a phone line already in use, **PRESS THE HOLD BUTTON BEFORE MOVING TO A NEW LINE.**

F, *OUTGORVGCALLS: LONG DISTANCE AND TOLL (TRUNK)*

1. All such calls are made by Reception.
2. Reception places the call for the staff member.
3. Reception keeps a log of such calls including: date, time, where it was made to and who made it.
4. The financial week in this Org ends at 2 p.m. each Thursday. At such time Reception dispatches the Director of Accounts as to the calls made for the week just ending.

G. *COMMUNICATION LINE:* (HCO WW note: Make these instructions applicable to your own intercomm system.)

1. This is a party line. There is a steady light signal when it is in use.
2. If the Comm Line is busy, and Reception has to relay an incoming call, be courteous, ask to use the line for a moment.
3. There are 20 phones on the Comm Line. A list of the Staff Posts and their Comm Line numbers is kept beside each phone.
4. Answer the Comm Lin-, buzzer by pressing the Comm Line button, lifting the receiver, and giving the name of your Post.

H. *STABLEDATUM:*

Reception receives and routes calls and bodies. Reception does not give information unless no one else is available.

STABLE DA TUM:

Reception never gives out the names, addresses or phone numbers of Staff, students, preclears, or anyone on the mailing list to anyone who calls in.

STABLE DA TUM:

If a caller refuses to give his name, do not connect him with anyone.
If a caller becomes heckling or obscene, hang up.

STABLEDATUM:

Find out what the caller wants. He may be calling the Org Sec, when he really wants information that the Registrar should provide.

FOUR: INVOICING (HCO WW note: These instructions may not be applicable to your Org.)

All invoicing is done at Reception except Testing Materials which is handled by Julia Salmen or the Director of Accounts.

A. What is *Invoiced*.

1. Anatomy of the Human Mind Lectures.
2. Communication Course.
3. Co-Audit Course.
4. Books.
5. Donations to the Church.
6. Hubbard Guidance Center Processing.
7. Academy of Scientology Training Courses.

B. How to Invoice.

1. The final figure at the bottom right-hand corner of the invoice should always equal the exact amount received. (Cash, cheque, or whatever.)
2. The invoice should contain all pertinent data.
 - (a) Buyer's name, address, phone number, date, of purchase.
 - (b) Total charges, total on account, amount received, terms of payment.
 - (c) Invoices should show clearly whether payment is for: Spiritual Training, Spiritual Processing, Books, or whatever. In addition to written words explaining the sale a large letter "B" is put on a Book Sale Invoice, a large letter "T" is put on a Training Invoice, a large

letter "P" is put on a Processing Invoice.

- (d) On Book sales the retail price of the Book should be shown, any discounts deducted from that, charges, tax, etc. There is a tax table on the Invoicing Machine. You should also indicate that the Book was delivered to the person, or that the Book is to be mailed.
- (e) Invoices should show whether payment is by Cheque, Cash or Money Order.
- (f) If purchaser is making use of credit we owe him, it should be shown where this credit originated.
- (g) Initial every invoice written so that any question arising may be traced to the writer of the invoice.
- (h) *Discounts:*
 - 1. International Members: Get a 20% discount on books and tapes costing over S 1.25; 20% discount on E-Meters.
 - 2. Franchised Auditors: Get a 40% discount on books costing over 8 1.25, and a 20% discount on E-Meters.
 - 3. Lifetime Members: Get a 20% discount on books, tapes, processing and training. *Not* on E-Meters.
 - 4. Lifetime AND International Member: Gets a 30% discount on books and tapes, 20% discount on E-Meters.
 - 5. Staff Members: Get a 40% discount on books and tapes only.

DISCOUNTS FOR ANY CATEGORY OF MEMBERSHIP APPLY TO CASH PURCHASES *ONLY*. THEY DO NOT APPLY TO CREDIT PURCHASES.

(i) *Examples of Invoices*

- 1. Book Invoice:

QUAN.	DESCRIPTION	PRICE	AMOUNT
I	Dianetics, MSMH	4.00	
1	Problems of Work	1.25	
		5.25	
	Less 20%	1.05	
	(Tax on this amount)	4.20	4 20

Delivered: Date (or) To be mailed:

Tax	17
Total	4 37

Received By Mary Reception

2. Processing Invoice. Payment data taken from contract.

QUAN.	DESCRIPTION	PRICE	AMOUNT
	25 Hours of Spiritual Guidance	700	
	Cash down	200	200
	Balance due	500	
	I I pays \$41.00		
	1 pay 849.00		
	First payment Jan 0, 19XX		
		Tax	
		Total	200
	Received By_	MR	

3. Training Course Invoice. Payment data taken from contract.

QUAN.	DESCRIPTION	PRICE	AMOUNT
	HCA Course	-	
	Spiritual Training	750.00	
	Cash down	250.00	250 00
	Balance due	500.00	
	11 pays \$41.00		
	I pay 849.00		
	First payment August X, 19XX		
		Tax	
		Total	25000
	Received By- MR		

3. *Distribution of Invoices.*

- (a) *White copy* goes to the purchaser.
- (b) *Yellow copy* is put in a basket at your desk. When you have time, distribute Book invoices to the Comm Center basket of the Book Administrator; *Training Invoices* to the Comm Center basket of the Director of *Training*; *Processing Invoices* to the Comm Center basket of the Director of *Processing*; *Memberships* and other Invoices to the Director of *Accounts*.
- (c) *Pink copy* goes to Central Files (Addressograph) for address check and *inclusion* in the person's CF folder.
- (d) *Goldenrod copy* remains in the machine, undetached, and is Collected after 2 p.m. each Thursday by the Director of *Accounts*. Dir *Accounts* will give you the invoice number starting the new week. Record this number on your desk calendar for the appropriate date.

4. *Incorrect Invoices.*

When an invoice is written incorrectly, *void* it and write one correctly. Don't try to make complicated corrections. VOID ALL COPIES, *including the copy in the invoicing machine (Goldenrod copy)*. Write VOID in large letters across the face of the invoice, *and in small letters across the final figures at the bottom right of the invoice*. ALL copies of voided invoices *including the white copy* must go to the Director of *Accounts*. Failure to include all copies may result in difficulties in auditing the books.

FIVE: MAKING APPOINTMENTS WITH THE REGISTRAR

Do not try to teach anyone the basics of Scientology. Your job is Reception and Routing, so receive a new person and route to the Registrar. Whether a person is there in person or on the phone, route to the Registrar. If the Registrar is not immediately available, make an *appointment*.

SIX: PERSONAL EFFICIENCY DEPARTMENT RECEPTION DUTIES

This will be covered in a separate part of the hat called *Night Reception*.

SEVEN: TO ATTEND STAFF MEETINGS (HCO WW note: May not apply exactly to your Org.)

The Staff Meeting is held the first Friday of each month. All Staff attends.

EIGHT: TO KNOW AND CARRY OUT THE POLICIES OF THE ORGANIZATION

Each Staff Member has three hats: Post Hat, Technical Hat, Staff Hat. These contain the Org Policies. Learn them. You will be checked on them from time to time.

NINE: To make certain that persons who have no particular business here are not allowed to loiter on the premises. This speaks for itself. If you need help to eject someone, ask for it.

TEN: MISCELLANEOUS DUTIES

- A. The Reception area should be kept clean and neat at all times. See that there are plenty of ash trays available, and keep them clean. Keep your desk neat, and dust whenever it is necessary.
- B. Reception acts as a message center to some degree. This does not conflict with the Comm Center, but is an extra service for Staff, Preclears and Students. There is always someone on Reception.
- C. STABLE DATUM: *Never* leave your post without having someone cover the post for you.
- D. Telegrams, Cables, Special Delivery Mail and Packages are usually delivered to Reception. Notify the Director of *Accounts* about any mail; notify HCO about books and tapes; all telegrams and cables are routed unopened to HCO; notify the Director of *Material* about any other deliveries.

If you have any questions concerning your Post or Duties, check with the following Posts in this order:

1. Director of Promotion and Registration-your Department Head.
2. The Director of Administration.
3. The Organization Secretary.
4. The HCO Area Secretary.
5. The HCO Executive Secretary.
6. The HCO Continental Secretary.
7. L. Ron Hubbard.

NIGHT RECEPTION HAT
(Personal Efficiency Department Reception)
(HCO WW note: This section may not apply literally to your particular Org)

All the data in the Reception hat also applies to Night Reception. Night Reception is also P.E. Reception, and the following additional data is needed.

RE. DEPARTMENT COURSES FOR WHICH RECEPTION DOES SIGN-UP.

1. The Personal Efficiency Course: Class starts every second Monday 7.30 to 10.00 p.m.
2. The Co-Audit Communication Course: Tuesday and Thursday, 7.30 to 10.00 p.m.
3. The Co-Audit Course: Monday, Wednesday, Friday, 7.30 to 10.30 p.m.
4. The Anatomy of the Human Mind Course: Tuesday and Thursday, 7.30 to 10.00 p.m.

PROCEDURE FOR SIGNING UP P. E. COURSE STUDENTS:

Materials

1. A desk or table.
2. A pad of *white* admission cards to the Personal Efficiency Course.
3. A *pad* of invoices for "Free P.E. Course".
(a) Pads are 4 1/4 by 7 inches in size and have a tan flexible card binding. (b) Pads are marked "FREE P.E. COURSE" in red ink on front cover.
(c) Pads are further labeled: Sales Book-Triplicate 50 sets Rediform-Stock 51152B.
4. A supply of releases entitled: "Personal Efficiency Course Release".
5. A supply of pens, at least 2. One for student, one for Receptionist.

Personnel

1. One person can easily sign up six students in a half hour period. A large number arriving together should not be kept waiting.
2. The P.E. Director should be asked for additional help if it is needed.
3. Duplicate sign-up sets of materials should be available for immediate use.
4. *NOTE:* The P.E. Course starts every second Monday. Students will not be accepted for a late start except on the express permission of the P.E. Instructor.

SIGN-UP PROCEDURE:

1. Ask the student to sign the *white* admission card.
2. Ask the student when he wishes to start the Course.
3. Write the starting date on the *detachable, white*, P.E. Admission card.
4. Write the current date on the P.E. Course Invoice. *NOTE:* Write heavy enough to make the third copy LEGIBLE.
5. Ask the student for his phone number, and write on invoice. If none, put "None".
6. PRINT student's name from white admission card on invoice. If you can't read it, ask him or her to spell it.
7. Ask for and write student's address on the invoice.
8. Hand P.E. Release to student. Ask him to *read* it, and circle True or False to the questions and sign it. Have him explain any False answers in writing on the back of the release.
9. While student is working on the release, write q~m the Invoice: "6 lectures, Free P.E. Course." Put in the starting date. Sign invoice in the "Rec'd" block in the lower right-hand corner of the invoice.

10. Hand student *white card*, *white* copy of invoice, and route him to the P.E. Classroom.
11. After all students are in class, sign all releases as "witness" and fill out admission card stubs.

ROUTING OF P.E. INVOICES:

1. White copy is routed to the student.
2. Yellow copy is routed to the P.E. Director.
3. Pink copy is routed to Addressograph and Central Files.

Routing of a completed book of 50 White P.E. Course stubs is to the P.E. Director.

PROCEDURE FOR SIGNING UP ANATOMY, COMM COURSE, AND CO-AUDIT STUDENTS:

The regular Invoicing Machine is used for these courses, and regular Invoicing procedure and distribution as previously shown in the regular Reception Hat is used.

ANATOMY COURSE:

1. A pad of 50 *BLUE* Cards for the Anatomy Course is used.
2. A person gets a card *ONLY* if:
 - (a) The person buys the entire course at once and pays \$50.00.
 - (b) The person is an HCA student NOT in on a discount letter.
3. A person buying single lectures pays \$2.50 per lecture, and gets an invoice.

COMMUNICATIONS COURSE:

1. A pad of 50 *PINK* cards is used for the Communications Course.
2. A person gets a card *ONLY* if they buy a three week course and pay \$15.00.
3. Persons buying single nights at a time pay \$2~50 and get an invoice.
4. Write "NEW" on invoice when person starts the Comm Course. This alerts Addressograph to prepare an HAS Certificate.

CO-AUDIT COURSE:

1. A pad of 50 *YELLOW* cards is used for the Co-Audit Course.
2. A person gets a card *ONLY* if signing up for three evenings and paying \$ 15.00.
3. A person buying single evenings pays \$5.00 and gets an invoice.

RELEASES: A person signing up for the P.E. Course, Anatomy, Comm Course or Co-Audit should read, fill out and sign a standard release form.

RELEASE FORMS FOR ALL CATEGORIES ARE ROUTED TO ACCOUNTS.
THESE ARE CONSIDERED VALUABLE DOCUMENTS, AND ARE STORED IN THE SAFE.

DON'T FORGET TO COLLECT MONEY, AND MAKE CHANGE IF NECESSARY. IF A LARGE AMOUNT OF MONEY GATHERS IN RECEPTION IN THE FORM OF CASH, CHEQUES OR MONEY ORDERS, GIVE IT TO THE DIRECTOR OF ACCOUNTS. NORMALLY THE CASH BOX IS LOCKED IN THE RECEPTION DESK AT THE END OF EACH DAY.

Issued by: Peter Hemery
HCO Secretary WW
for
L. RON HUBBARD

Authorized by: L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 NOVEMBER 1965

Gen Non-Rernimeo HCO Sec Dept 1 Dept 3 Dept 7

RECEPTION LOG

IN-THE-ORG LIST

Reception belongs in **HCO** Division 1, Department 1.

Reception keeps a log book. It is usually a cheap, large accounts ledger such as are bought at the dime store.

In this log book Reception notes mail received and outgoing (before it is given to Accounts), persons arriving and departing from the org, supplies received and sent away and all occurrences of note.

This log book is kept by the day and hour using day, date, month, year and a 24 hour designation of time. Spaces exist between days and the days and dates are plainly marked.

The log is the official registry of activities.

It must be legibly kept.

It is resorted to when information is required concerning mail, supplies, personnel, students and pc arrivals and departure at the start and end of service.

IN-THE~ORG LISTS

Any person arriving in the org for service is logged. When they leave the org after service they are logged out,

People arriving give their local address to Reception.

People departing should depart via Reception and give their forwarding address which Reception sends on to Address.

Reception, from this data, makes up a weekly roster of persons present for service (training or processing or any other service). This is the "In-the-Org List".

Accounts uses this list to effect Area Collections for incidental credits or past credits.

The list is made by Reception by keeping a basic list and adding to it or subtracting from it and Xeroxing it at the end of each accounts week. It need not be continually retyped. It is only corrected. The person's name, what he is there for and his or her local address is put on the list.

Reception gets these names by the person arriving and giving them or departing via Reception.

Near the public notice board put up a nice sign. "Inform Reception of your arrival and departure from the Org before and after training or processing".

Reception is also part of the Accounting Invoice routing. The Central Files copy

of student or pc invoices is routed to Reception before it goes to Central Files.

Reception checks these invoices and notes:

1. If a person has reported in person and is not later invoiced.
2. If a person is invoiced in but has not come to Reception.

In both cases Reception reports the discrepancy to Inspection and Reports.

Inspection and Reports either finds the missing Invoice as per (1) above or finds the missing person and gets him to Reception in case (2) above.

If the person is found to be receiving service (training or processing) without proper and adequate invoice for it, the matter is reported to the HCO Area Sec, to local Ethics AND BY CABLE TO SAINT HILL or by fast despatch to the Office of LRH, Saint Hill.

IN-THE-ORG LIST COPIES

Copies of In-the-Org List go to Ethics, all Secretaries and Area Cashier weekly.

Anyone finding a name of a person already departed or a person there but not appearing in the list must inform Reception via the HCO Area Secretary.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 25 JULY 1966
(Adds to HCO Policy Letter of 22 October 1962
"THEORY OF SCIENTOLOGY ORGANIZATIONS")

Refflimeo
HCO Area Sec
RAP Hats
Receptionist

ALLOCATION OF QUARTERS

ARRANGEMENT OF DESKS AND EQUIPMENT

In allocating quarters and arranging the desks and equipment of the personnel who are to use them, it is essential to analyze the particle flows to be handled by these personnel: what particles does each post handle; where do these particles come from; what does this post do with them and where do the particles go from there.

Example: All types of particles from the public enter the org through Reception. Thus the space allocated to Reception should be easily accessible to the street; the channel to it should be clearly marked; and there should be nothing along this channel which would stop or distract the flow of particles to Reception. Within the Reception area itself, the Receptionist's desk should be so placed that it is clearly visible from the entry and there should be no barriers or distractions between it and the entry; thus incoming particles will naturally flow to it as the first barrier in their path.

What Reception does with these particles is discover their proper destination in the org and route them to it; as well as give persons entering the org recognition. Thus, Reception's space must have in it a Public Bulletin Board and notices of services, book display and the like; and space and chairs, etc., for bodies to wait in if their destination terminal is not immediately available.

Reception's highest priority particles are incoming public bodies; and these go mostly to Registrar and/or Accounts from Reception. Thus, Registrar and Accounts should be easily accessible-preferably adjacent-to Reception, and clear channels should exist between Reception and them.

Incorrect allocations of space and/or placement of desks and equipment therein slow, confuse and even lose traffic. Example: An org had its Public Bulletin Board, some chairs and a magazine stand in the hallway leading to its Reception area, out of view of the Receptionist. An inestimable amount of body traffic was lost by this arrangement-inestimable simply because these items stopped the flow and Receptionist never saw many of the bodies that came in the door.

It would be wise for any org to review its allocation of space and arrangement of desks and equipment in terms of particle flows as above, as a routine action once every six months or so.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 19 NOVEMBER 1958

All hats

ORGANIZATION

An organization is composed of terminals and communications by associates in a common purpose.

An organization's efficiency and purpose are forwarded only to the degree that its communication and command lines are *known*.

The policies of this organization are established by the Board of Trustees and are formed by common agreement which then becomes reality by execution through its command lines.

Therefore no single board member or unauthorized person can alter existing policy or create new policy by the issuance of directives or instructions over his own signature. If and when this should occur it is the duty of the recipient of such a directive or instruction to forward it to the next higher authority on the chain of command. We thus corral and straighten out our communication lines by bringing to light hidden areas of confusion caused by the un-mocking of posts brought about by the by-passing of terminals on the chain of command.

This directive is effective now.

L. RON HUBBARD
Executive Director

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NOT HCO POLICY LETTER ORIGINAL COLOUR FLASH NOT GREEN
ON WHITE

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 7 OCTOBER 1959

HCO Secs
Assoc Sees

ORGBOARDS

All Orgs have been asked to submit copies of their Org Boards to HCO WW. If this has not been done, they should be sent off immediately.

Henceforth any personnel changes should be notified here each month together with new appointments made or old ones relinquished.

Co-operation in this will enable HCO WW to maintain a present time picture of all Orgs everywhere.

Roddy Stock Supervisor Central Orgs for L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 MAY 1960

Assoc Secs HCO Secs

COPIES OF ORG BOARD

It is essential not only that the Org Board in each Organization should be kept up to date, but also that copies of the Org Board should be sent at regular intervals to HCO WW. The necessity for this became apparent recently when it was discovered that in a certain Central Org, the staff had been allowed to become top heavy in Admin, to the extent of several times the allowed proportion-instead of only two admin personnel for every technical one, there were six or seven. This was not so apparent just by looking at staff lists, but it would have been glaringly obvious if Ron had looked at the Org Board.

Making a copy of the Org Board is not a long job when done in the following manner. Take a large sheet of white or brown paper. Type the posts and names only, not the purposes or other details-type them in blocks, on thin white paper, and cut them out with scissors, a whole block at a time. Then draw the lines of the Org Board roughly on the large piece of paper, and attach the blocks of posts and names in the proper places with gum or paste. Finally, draw the lines in firmly in red and blue pencil. It need not be a "perfect" job, excruciatingly neat, so long as it is quite clear and accurate. Put the date and the name of the Org on it, and send it air mail to HCO WW.

These copies of the Org Board must be sent every three months to HCO WW, on January 1 st, April 1 st, July 1 st and October 1 st of each year. If this is done regularly, it is not necessary to keep sending in changes of posts unless there are really major changes.

It is the responsibility of the HCO Area See to see to it that these copies of the Org Board are made and sent in regularly, though he/she may delegate the actual work, to another HCO personnel if available (HCO Steno for example). Please co-operate in this as it is considered very important.

Note to HCO Secs: Add two more lines to your 'HCO Vreports as follows:

P. Was a copy of the Org Board sent to HCO WW this week?

Q. If not, when will the next copy of the Org Board be sent?

Send in your first Org Board copy now, as soon as possible after receipt of this Policy Letter, then the next one on October 1st, and so on (if you send one now, it need not be sent again on July 1 st).

Peter Hemery HCO Secretary WW for L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF I MAY AD 15

Gen Non-Remimeo
Hang Near New
Org Board
varnished over
or relettered

Issue III

ORGANIZATION
THE DESIGN OF THE ORGANIZATION

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

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

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

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

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

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

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

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

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

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

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

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

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

There are two tendencies Man has that this board resolves.

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

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

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

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

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

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

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

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

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

THE LEVELS

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

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

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

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

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

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

Thus we leave behind us a Bridge.

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

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

L. RON HUBBARD
Founder

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[Note: See HCO P/L 15 December 1969, *Class of Orgs* (Basic Staff Volume 0, page 254), which cancels classes of orgs and permits *any official* Org to "perform and teach any Class or Grade up to IV,..]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 JUNE 1965

Gen Non Rernimeo
Dir Mat HAT
HCO See HAT

NEW ORG BOARD DESIGN

The new org board consists of a couple sheets of clear blue Formica 4 feet high by more than W9" long. These sheets are often 4' x 8' so you have to have one and a piece. It can be longer than 8V'. That is the minimum. That gives one department only 5 inches of width.

A yellow vertical stripe of sellotape split in half separates departments in a division and divisions are separated by a full width of it. A thin strip of green goes all along the top of the departments.

The level word goes above each department and the yellow tape.
The command lines are in red sellotape.

The names of departments are cut on a DYMO (from Dymo Ltd., Browells Lane, Feltham, Middx, tel. no. FELtham 7284, with model M.29 No. 7213 American Tool 'N' Tape Kit), using tape approximating the colour flash of the department as feasible.

Executive Secretaries and Secretary titles and names are in gold Dymo tape.

Directors' titles and names are in gold banded brown tape.

Other executives' titles and names are in gold banded black tape. Communicators are in this tape.

Section names are in the same tape colour as the Department name.
All sub-sections or units are the same tape colour as the Department name.
All general staff members are in plain green tape.
All Provisional or temporary staff members are in black tape.

The name of a Deputy is in green tape but the title, even when preceded by "Deputy" is the colour code as above.

If you can't get a Dymo, cable us and we can send you one from Saint Hill.
Formica is available any place.

You put everything on the board that's on the copy sent you and your other bits in the appropriate department.
Dymo tape sticks and unsticks easily if you have to change it about.

COMM CENTRE

Your Comm Centre goes along the bottom of the Org Board by person's name if you can make it that way and it's safe.

Otherwise, put up your Comm Centre elsewhere, as usual, one basket for each staff member. But rig it in order of divisions and departments and colour flash the baskets *and put* the title, name, home phone and home address of each staff member on the basket card.

The org board is thus paralleled by the basket system so they don't have to be in the same room open to the public. The Division, dept stack is only 1' basket wide for compactness. If too high, make it 2 baskets wide or 3.

The board ought to be very visible to the public. The Comm Centre should not be.

Where a staff member holds 2 hats, he gets preferably 2 baskets.

No org member should be in 2 divisions ever no matter how many hats he or she wears except the Exec Sees.

The Comm Centre baskets can go around 2, 3 or even 4 sides of the room. The Org Board must be all in one line.

TITLE OF ORG

The title of the Org may be put on a sign painted by a sign painter in the upper

right top of the org board. Just under it the "Board of Directors" is placed with names and titles on gold tape -

L Ron Hubbard, Chairman
Mary Sue Hubbard, Secretary
Marilynn Routsong, Treasurer.

If local law demands other names they are put on in white tape. Being a board member does not deliver any extra authority to an individual as it must act as a board.

"L. Ron Hubbard" is put over to the left top of the board in gold painted letters, not Dymo, as the public expects it to be there where it is given on your Org Board sketch.

"HCO" and "Ore" are proportionately big and placed as on the sketch.

SUMMARY

It is more than a pretty board.

It's what is called a "Philosophic Machine". Studied along its level lines it tells what's missing in a case or an org. Studied in its department names, it gives what's missing on any post. Studied on its division names it gives the ideal cycle of action and pattern that should exist in any company.

It is a brand new look at org function and flow.

It will scale up to 200,000 staff members or scale down to one with no change of pattern. You just add seven sections to each Dept and 21 sub-sections to each section and seven units to each sub-section and so on and on, naming each according to the formula expressed in the Divisions.

A lot could be written about this org board. The main thing is you've got it. And the second you put it up-beware. It's going to yank the org straight.

DUTIES

The Director of Materiel gets it erected. The HCO Area See keeps it posted.

OFFICIAL

It is the official assignment or appointment of any post.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 12 DECEMBER 1966

Gen Non
Remirneo
Org Board I/C

NEW ORG BOARD DESIGN (2)
(Supplements HCO Policy Letter of 7 June 1965)

HCO AND QUAL DIVISIONS

As HCO Division and Qualifications Division are senior, all material concerned with these Divisions on the Org Board (from the title of the Division downwards) is to be placed one inch higher than for the five other Divisions.

DEPARTMENT OF REVIEW

The awareness level (in red) above the Department of Review is to be changed to "CORRECTION".

ACTING TITLES

Acting Executives (Department Heads and above) are to have their names posted in red banded gold tape (Dymo Catalogue No. 171/2).

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Mary Sue Hubbard
The Guardian WW
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, **Sussex**
HCO POLICY LETTER OF 10 JULY 1965

Remimeo
All Exec Hats

All Divisions

**LINES AND TERMINALS
ROUTING**

The most important things in an organization are its lines and terminals. Without these IN IN AN EXACT KNOWN PATTERN the organization cannot function at all.

An Executive putting in new lines and posts or making changes in old lines or terminals REQUIRES CLEARANCE FROM THE OFFICE OF LRH before the order can take effect.

Anyone following such an order, to alter lines and terminals in the erg which are already established by policy who does not file a job endangerment ethics report (a statement that his or her job is being endangered by the illegal order of a senior) must share any penalty for such alteration.

People who haven't a clue about the org pattern throw it into chaos by altering the established pattern. Then the erg won't work and goes broke quickly.

Therefore the most serious threat to the stability of an erg is shifting lines with no understanding of what is supposed to happen.

The lines and terminals (hats) outlined in policy are based on long, hard experience. When they short-circuit the erg ceases to function as an erg and becomes a mad scramble.

When despatch and body routing charts laid down by policy are carefully followed, the erg will function. When they are not, it won't.

A serious fault in any executive or staff member is unawareness of the *co-ordinated* functions of terminals, or complete unawareness of other erg hats and functions.

A D of T trying to wear an Ethics hat, a Qual See shifting his internal lines, a Registrar who seeks to assign the hours of auditing would be enough in any large org to throw it into a jumble where nothing works or flows.

There is more to an org than one person wearing all hats plus another person wearing all hats, etc. Such an org just won't prosper.

The hardest job any top executive has is teaching the staff the lines and terminals and getting them followed. That is because green staff is unaware of the erg itself, or its flow lines.

A lot of the time, when one sees a declining statistic, it is only that certain lines are out or being misrouted.

The lines will flow if they are all in and people wear their hats. If the body and despatch lines flow, the erg will prosper. If they are disarranged, they won't flow and won't prosper.

No executive or staff member has any right to establish or alter terminals and lines without express written permission from the Office of LRH.

Believe it or not there will be people around in orgs who have no faintest concept of its pattern-or the existence of an erg. And these will be the first to attempt large changes. And these are the first you should send to the staff training officer to get checked out on their posts.

It is an Ethics offence to issue orders altering lines without clearance from the Office of LRH.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 FEBRUARY 1969
Issue III

Remitneo

DOUBLE HATS

Double-triple-quadruple hat wearirig makes a lie out of "We've got a QM (Quartermaster) or a PRO (Public Relations Officer).

If the guy also wears other hats, the post is HELD ONLY FROM ABOVE. Therefore you *don't* have a QM or a PRO or what have you.

Report unfilled double-hatted posts as HELD FROM ABOVE. It's a false report to say they're posted as they're NOT. This accounts for a lot of holes in the line up.

L. RON HUBBARD
Founder

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NOT ORI

HUBBARD COMMUNICATIONS OFFICE
LONDON

HCO BULLETIN OF 26 SEPTEMBER 1956

To Washington and London

FLOW LINE FOR PERSONNEL

The Procurement of Personnel for the Organization Technical Staff should be from the field or the School to the HGC, from the HGC to staff posts when important and need filling.

In other words, a blank for Day Instructor is filled from HGC staff-the replacement on HGC staff comes from the field or from the students at the School.

Exception-Business staff is occasionally transferred to Technical Staff.

Reason-It is easier to brief on auditing than on what we do in the Organization. Auditing not Organization is real to field and student.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 FEBRUARY 1961

HCO Sees
Assn Secs
PE Directors

PERSONNELPROCUREMENT

The most fruitful source of Admin personnel, such as typists, clerks, receptionists and so forth, is the PE Test Course-Co-audit line.

Prominently displayed in one place where it can be seen by these people should be a help wanted notice asking them to see or call the Assn Secretary's secretary during business hours for Administrative positions such as typists, clerks, secretaries and receptionists.

A help wanted notice for Trained Scientologists should also be displayed.

Most Admin assistance has come in from the PE line in the past or from agencies and in either case they usually eventually take training.

People are eager to help. Let them.

Warning: If there is no specific person listed to be seen, you lose your would-be staff simply by misrouting at reception when they come in to apply-and that takes in Scientologists who would work for us as well. If a Central Organization did not somehow stop so many of its incoming applicants for training and processing the unit would treble. If it did not misroute job applicants it would have a qualified staff.

At once prepare and post the above permanent notices.

Also at once provide the Assn Sec's secretary with applications for employment, giving schooling, any Scientology training and so forth and keep them dated and on file. File as well, with the application, a spare copy of test results.

L RON HUBBARD

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HUBBARD COMMUNICATIONS
Saint Hill Manor, East Grinstead,

HCO POLICY LETTER OF 22 M
Issue I
(Amendment of HCO Pol Letter of 14
Issue 11)

Gen Non-Rernimeo
HCO Exec Sac Hat
Org Exec Sac Hat
Dept I Hats
Financial Planning Hats
Org Sac Hat
Qual See Hat

HIRING PERSONNEL

LINE FOR

This is the exact line to be followed for the hiring of personnel.

A person who comes in or calls in response to an ad is put on lines to the Personnel Procurement Officer in Dept 1, Div 1.

The Personnel Procurement Officer finds out all the pertinent data about the person, i.e. past experience, training, what position or type of position they are interested in taking and only if the person mentions it, their expected wages.

The Personnel Procurement Officer takes him to Personnel Control Officer to be put on post immediately.

ALLOCATION BOARD

In Dept 1, an Allocation Board is to be kept which shows vacancies. This Board is a piece of cardboard which shows all Divs and Depts of the Org Board aligned much as the Org Board. It is kept by Personnel Control and when a request for a staff member comes in, the Personnel Control Officer writes on a small strip of paper the post that is vacant and who requested the personnel on the reverse side of the paper. A pin is then stuck through the end of the paper and it is stuck in the Dept where the vacancy is. The same action is taken when an ED comes out in which new personnel is authorized, and these are taken up at once, with all priority.

The Personnel Procurement Officer is never told what kind of personnel to procure, unless a professional photographer or some such is required and he has to put ads in the paper. Mostly his whole attention is just to be on procuring staff, all kinds, not categories.

The Personnel Control Officer, when he receives a new Staff member from PPO, looks over the person's qualifications, checks his allocation board and places him in a suitable Position. Or, he can be allocated to replace a staff member who is wanting to be transferred.

At the top of each Div and Dept is the maximum Quota of personnel authorized for that Dept or Div by the Exec Council and the current number of persons in the Dept concerned and the Division.

FINANCIAL PLANNING

Since Wages comes under Financial Planning and the Quota is set by Exec Council, all this data must be presented to them, however it is sent to them after the person is put on post, with all details about his qualifications and where he has been placed.

The Personnel Procurement Officer then, when hiring a new person, sends to Exec Council:

- (a) A P.O. giving all details of the interview with the new person.
- (b) The person's preference as to where to work.
- (c) Personnel Procurement's recommendation as to placement.
- (d) The Allocation Board up to date.

Financial Planning gives a maximum figure for the person taking into consideration his/her training, and the type of position to be filled.

The final say in the Placement of the Personnel remains with the HCO Exec See as one of the functions of her office.

DISMISSALS

The Org Exec See through the Org Sec and Qual Sec has the power to dismiss personnel in accordance with Ethics and status policies.

SUMMARY

Since the hiring of Personnel and Wages play a big role in the overall well-being of the erg, planning and care has to be taken on each person or else we will find ourselves way overboard on the admin side or paying huge wages to clerical help and a consequent disintegrating organization turned bureaucracy.

The way to keep this under control then is not to cut down your procurement. This should go ahead at a tremendous rate, and meanwhile you should be pushing your people out the top of the organization to the next highest erg or sending those eligible for training. Allow your staff to expand and move on. Do this by procuring enough replacements as want to leave.

L RON HUBBARD

Founder

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[Note: This issue of 14 January 1966 policy of same title puts in the line from Personnel Procurement Officer to Personnel Control Officer for immediate placement on post (paragraph 4), instead of Personnel Procurement Officer ". . . tells them the data will be forwarded to the proper person and they will be notified in the next day or two"; changes keeping of Allocations Board from PPO to PCO; adds paragraphs 6 and 7; gives CSW to Exec Council for Financial Planning purposes after placing new person on post (paragraph 9); and adds final paragraph. "Ad Council" is amended to "Exec Council" throughout.]

[This 22 May 1968 issue was later amended by HCO P/L 21 July 1972, Issue IV, Staff Qualification Requirements for Hiring Cancelled, where the procedure of putting new persons on post immediately was changed to assigning new personnel to the HCO Expeditor Pool and instant hatting them on what they are to do and putting them to work immediately under supervision.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 MARCH 1968

Remimeo

STUDENT & STAFF PROGRAM

STUDENTS:

Students will now have an opportunity to earn free Level Courses.

Any student who is presently on a Level Course and brings in 5 students for HAS or above may have his next Theory or Practical Course free.

He may do this as often as he likes.

This offer only applies to students actually on a Levels Course (MRS to HAA), now or in the future (in other words, this does not just apply to those presently on a course, but to future enrollees as well).

The award is given for actual people brought in who signed up and paid.

Five HAS courses sold should equal the cost of a Levels Course. If it does not in your Org, then change the number of people the student must bring in until it does.

STAFF:

If RAP finds a student who shows himself to be intelligent and responsible (up stat) or an untrained or partially trained staff member who has the same indicators, RAP may offer that person his or her Levels up to and including HAA free of charge in return for a one year contract.

The contract is specifically for auditing—we want trained and experienced auditors from this. We want them in the Tech division or in Qual.

The contract commences after the training has been completed.

Later, the staff member may be offered his Class VI or VII in return for a 2 1/2 year contract. This contract would include getting his Power free. This contract requires him to be Staff Status 11.

Inter Org arrangements and agreements re awards will have to be made between those concerned. The outer Org would pay unless specifically awarded by the Guardian, or unless it fell in to some other award system.

These programs are designed to increase Org flow, speed movement upwards, expand staffs, and increase the number of trained auditors in the world. We are beginning to have much larger flows and must get trained staff quickly to handle it.

Lt. Fred Payer
Sea Org
Approved by
L. RON HUBBARD
Founder

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(This policy was cancelled by LRH in HCO P/L 27 September 1970, Issue II, Volume 3—page 136, being in direct violation of HCO P/L 27 April 1965, Issue 11, Price Engram, Volume 3—page 91, which forbids cutatives in prices as damaging to expansion. 1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 JULY 1969

Remimeo

**ORG PERSONNEL
RECRUITMENT**

Hereafter it is policy that anyone wishing to work in an official Scientology Organization either must be an HDG or above or be recruited as follows:

1. Sign a 21/2 year contract.
2. Be put on full time training on the Dianetic Auditor Course at org expense.
3. If and when he meets the exact requirements of an HDC for groups or HDG for orgs and receives his certificate he is placed on staff.
4. Any training thereafter (Staff Status 11 being his next action) as an auditor or staff member is done part time while on post without charge.
5. Any auditing he receives thereafter up to Grade IV is at 50% full rates or is done outside the org by a fellow staff member who is fully qualified, any necessary Reviews being at half charge and all C/S being done free of charge by the org.
6. The Grades V and VA being at 50% discount, the staff member bearing an travel and living expenses himself if received at a distant place, the staff member being off payroll for the time absent from post.
7. All Advanced Org grades being obtainable from AOs for a 50% reduction of fee paid in cash on enrollment at the AO, providing the EC of his org signs a letter stating he is a contracted staff member to that org, all travel and living expenses being paid personally by the staff member and being off payroll during his absence.
8. Class VI and Class VIII, PRO and HGC and Course Supervisor training to be at org expense at 50% fee, living and travel expenses also paid by org but only on a letter from the Org's EC and evidence of a new 5 year contract being signed to that org to begin on resumption of post at the org. Any unfinished portion of the 2Y2 year contract is cancelled but in general practice Class VI and VIII training should be extended at org expense only to those who were actual and highly valuable org auditors for a reasonable period of time.

SEA ORG COOPERATION

The Sea Org's SHs and AOs will cooperate by remitting 50% of fees as above and under the above conditions.

(SO members eventually receive all their grades, classes and courses free of charge, as they are not on salary. The SO requires a person to be HDC or above or on enrollment and the signing of the SO contract is followed at once by full time training to HDG at full SO expense after wl-deh the person receives his sea training and Staff Status 11, etc. on a part time basis.)

REQUIREMENTS OF HDC

The requirements of HDC or HDG MUST be upheld and are very explicit. Anyone receiving a certificate in Standard Dianetics must:

- I. Have shown skill and ability in obtaining routine good results on pcs using Standard Dianetics and

2. Have had good case gain from Standard Dianetic auditing.

if the potential org staff member fails on either of the two above accounts or if they are in question, he is not given any certificate and his contract is cancelled. This must occur within one month of his enrollment on course.

INTENTION

It is the specific intention of this Policy Letter to

- A. Technically train new staff members in Dianetics and Course Supervision before permitting even clerical or other posts;
- B. To have persons on staff who can audit and therefore help others;
- C. To have persons on staffs who are good ethics cases since persons who are not able to audit and who do not get good case gain are too often found to be bad ethics risks or have to be preclears too long. (Org personnel and admin upsets stem only from such cases as do not meet 1 and 2 Dianetic requirements above.)
- D. To have orgs that are critical of poor org training and org processing standards at any class or grade and can detect such flaws at once even in their lowest ranks.
- E. To have high morale, efficient and effective orgs and official activities.

HIGHER CLASS APPLICANTS

If a person who is already an HDC applies to become an org staff member he is given his HDG and any Scientology grade he can cover in 3 weeks at org expense.

If a person who is applying is of a higher class he is still given a month of free training at org expense.

In the case of a Class VI, (although the contract must be for 5 years) he is sent for his Class VIII as the first action.

In the case of a Class IV applying he is given a Standard Dianetics Course (to HDG) if he does not have it and if he also has this (HDG) and Class IV he may be given his Class VI at org expense (on a 5 year contract) if feasible for the org.

FOUNDATIONS

Foundations exist to keep an area calm and to prevent a no-auditing situation for many.

They also exist to service day org staff.

It is fatal not to have a Foundation.

The Contract of a Foundation is valid only if the staff member works evenings and weekends which is equivalent to a full time Day post in hours.

This being true, then all the above conditions apply to Foundation staff procurement. The times in training are the same if the student goes both evening and weekend.

Part time Foundation staff (only evenings or only weekends) may not have these conditions.

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L. RON HUBBARD
Founder

[See also pages 91 and 93 in this Volume and HCO PjLs 29 June 1971, Issue IV, *Org Personnel Recruitment Requirements Eased*, and 21 July 1972, Issue IV, *Staff Qualification Requirements for Hiring Cancelled*, in the Year Books, for changes in requirements.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 JULY 1969

General
Non-Remimeo
Pubs Org

PUBS ORG PERSONNEL RECRUITMENT

As Pubs Org does not itself run Dianetics or Scientology courses, being a *publications* rather than a normal service organisation, its staff cannot be technically trained in their own org as would be the case elsewhere.

HCO P/L 10 July '69 "Org Personnel Recruitment" thus applies with the following modification for Pubs Org personnel and potential personnel.

The lower level technical training (Dianctics to Class IV) can be done at either of the Copenhagen Orgs or at SHDK, without charge except that Pubs Org must either pay for or supply the course materials used by its staff. A no charge invoice is issued upon production of a current letter signed by Pubs EC stating the staff member is contracted to Pubs Org.

Staff Status and other post training is done at Pubs Org.

All other regulations as to full time or part time training, acceptability for staff, auditing fees, Advanced Org grades, Class VI and Class VIII are as given on the 10 July '69 P/L.

Pubs Org staff, at distant offices such as the Pubs Org US Shipping Office, receive their training under the same regulations at the nearest Org.

The intention of this policy letter is to have the same staff requirements and benefits for Pubs Org staff as for other Org staffs, as well as the A to E intentions stated in the above P/L.

W/O Ken Delderfield CS-6 for L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 SEPTEMBER 1969
Issue III

Remimeo

(Addition to HCO POLICY LETTER OF 10 JULY 1969)

ORG PERSONNEL

RECRUITMENT

SEA ORG COOPERATION

Recruits and applicants to the SO via the Dianetics Course may not be paid or uniformed. Only regular SO bed and board may be furnished.

Upon completion of the HDG, the new SO member is then entitled to receive a 50% allowance until such time as he has passed his Sea training, etc. as laid down in FOs.

Once all his basic training is completed he is then entitled to full Sea Org privileges-NOT BEFORE.

It is called to attention that if the member fails to pass his DAC by examination and by excellent auditing and case gain he is promptly terminated as a recruit and advised to complete his DAC and auditing at a local org at his own expense. If he passes and becomes a creditable HDG he is of course accepted as a SO member.

L. RON HUBBARD
Founder

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[Note: This policy is modified by HCO P/L 13 January 1970, Org Personnel Recruitment (Revised), on page 93 of this Volume.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 DECEMBER 1969

Remimeo
Div 1's
Div 2's
Div 3's

ORG PROTECTION

Orgs who send their staff for training to a higher org must first demand of the staff member that he sign a Note to the extent of \$5,000 in order that he may commence the course. (Each course received by the staff member at org expense is priced at the value of \$5,000.)

Such a Note, as mentioned above, must be legally binding in that, if he breaks his Contract, he is automatically in debt to the org for \$5,000. Legal action is taken in the case of refusal to pay this debt, or failure to adhere to regular payments until the debt has been paid off fully. His Certs and Awards are suspended, and further training or processing is denied until the matter is handled. SH & AO Registrars are informed by the org of Contract breakers.

Val Docs, Div 1, Dept 3, receives the original of the Note once it is signed and witnessed, and Accounts receives a copy for filing in the staff member's Accounts folder. A copy is retained by the staff member and presented to the Registrar prior to being enrolled on the course. **NO NOTE = INELIGIBLE FOR THE COURSE.**

The note is withdrawn and cancelled when the staff member has completed his Contract.

It is the intention of this Policy Letter that before Contracts are signed and services taken at Org expense, due consideration is given to the consequences of Contract breakage.

Lt. Robin Roos CS-3 for L. **RON HUBBARD** Founder

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HCO POLICY LETTER OF 13 JANUARY 1970

Remimeo

ORG PERSONNEL RECRUITMENT

(Revised)

The following Policy Ltrs are modified:

HCO Pol Ltr of 10 July 1969 "Org Personnel Recruitment" in which org personnel applicants are required to take an HDG course, etc.

HCO Pol Ltr of 2 September 1969 Issue III (Addition to HCO Pol Ltr of 10 July 69) "Org Personnel Recruitment-Sea Org Cooperation".

HCO Pol Ltr of 14 July 1969 "New Personnel and Expansion" in which orgs are advised not to have more than 5 Auditors which is poor advice.

These policy letters are relegated to ADVICES and are NOT mandatory for recruitment of staff members.

In practice the idea of training staff members on the basis of a contract only has not generally worked out as it was used by many just to obtain a free course.

ANYONE PROVIDED WITH A FREE COURSE BEFORE OR WHILE A STAFF MEMBER MUST SIGN AN UNDATED NOTE FOR THE FULL AMOUNT OF THE COURSE.

This also applies to courses given a staff member by a higher org.

The note must include any expenses or advances.

The original of the note is to be forwarded to the Guardian's Office WW D/G Personnel.

There have been many ways people have come on staff. All these are valid. Training them first should be regarded as only one of these ways.

L. RON HUBBARD
Founder

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[Note: This policy is amended by HCO P/L 29 June 1971, Issue IV, Org Personnel Recruitment Requirements Eased, and HCO P/L 21 July 1972, Issue IV, Staff Qualification Requirements for Hiring Cancelled, in the Year Books.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 MARCH 1970

Remimeo
HCO ES Hat
HCO Area Sec Hat
Dept 1 Hat

MODEL

STAFF APPLICATION FORM

Date

Block capitals of Permanent Address
City State do hereby apply for a post in
the Organization.

I understand that my signing a contract for 21/2years beginning with the date of going on staff, any and all training and processing I will subsequently receive while on contract will be given without charge.

Mark One.

- (a) I wish to go on staff now and sign the contract and a note now and do any further training part time.
- (b) I wish to take my HDC Course first and will sign the staff contract and a note before enrollment understanding that if I break the contract the full fee becomes due and payable and I will be refused further training or processing in any org.

AS A CONTRACTED STAFF MEMBER I REALIZE I WILL
RECEIVE MY POWER PROCESSING IN THIS ORG WHEN MY CASE
IS FULLY PREPARED FOR IT.

I am male **F-]** female **F-]** - years old, born in

Date in

Town, Country.

(If a minor, I will present written consent of parents or Guardian to work in the org with this application.)

I (have had) (have not had) (mark one out) psychiatric treatment. If so, give details

I (take) (have taken) (have not been on) drugs. (Mark out 2.)

I am (married) (unmarried). (Mark out one.)

My (husband) (wife) (has) (does not have) any objection to my working in the
org.

My parents (have) (do not have) any objections to my working in the org.

I (am) (am not) connected to persons hostile to Scientology. If so, give details

My education consists of (give details)

I am particularly competent at (give special skills)

If employed, I agree to receive pay proportionate to org income from week to week.

If employed, I agree to the usual rules and regulations that govern staff members.

Witness

Signed

Witness

COMPLETE THIS FORM AND GIVE IT TO RECEPTION TO PLACE IN THE BASKET OF HCO DEPT 1.

CS-1 for L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 FEBRUARY

Remimeo
AdCouncil
Exec Sec Hats
HOD Area Sec Hat
LRH Comm Hat
Dir RAP Hat
All Exec Hats
Pers Cont Officer Hat

Exec Div
HCO Div

PERSONNEL CONTROL OFFICER

As the Personnel Control Officer is in actual fact responsible for the effectiveness of staff members, since they influence all statistics and he is blamed for lack of good staff, the following is therefore required:

NO SEC ED APPOINTING OR PROMOTING PERSONNEL MAY BE PUBLISHED FOR ANY DIVISION OR THE ADCOUNCIL OR OKAYED BY THE LRH COMMUNICATOR UNLESS IT HAS THE PERSONNEL CONTROL OFFICER'S INITIAL UPON IT FOR THE HCO AREA SEC.

The Personnel Control Officer, not having a very high rank, may not change the SEC ED but may only refuse to okay it.

The LRH Communicator must refuse to okay for issue any SEC ED concerning personnel appointments or assignments or promotions unless it already has on it the initials of the Personnel Control Officer, regardless of who proposed it.

NO PROMOTION, TRANSFER OR ASSIGNMENT MAY BE DONE BY ANY DIVISION OR EXECUTIVE WITHOUT ITS BEING THE SUBJECT OF A SEC ED.

Any wages drawn by a person not so appointed may be claimed by the org from the verbally appointing person.

EXPECTED ACTION

It is expected that the Personnel Control Officer will look up the

1. Leadership,,Survey
2. Any Case Graphs
3. Any Case Reports
4. All Ethics records

of every personnel on an appointment SEC ED before he or she okays it.

The Personnel Control Officer must beware of low leadership scores for executives of any rank and refuse an ok on that basis alone for executives.

Poor Case gain or a Suppressive tendency record should be definite cause of a refusal to okay a personnel SEC ED.

Ethics records should be considered mainly on the basis of disclosing suppressive tendencies.

No one may try or file chits on a Personnel Control Officer for refusing to okay a SEC ED for the HCO Area Sec.

In any org of size the Personnel Control Officer must be separate from the HCO Area Sec.

The initialling may not be done by the HCO Area Sec if the Personnel Control Officer will not initial.

SEC EDs appointing Personnel Control Officers must be initialled by the HCO Area Sec.

ETHICS ACTION

If a Personnel Control Officer initials a SEC ED and a person so appointed turns out to be suppressive or grossly incompetent and comes to an Ethics Hearing or Committee of Evidence, then the Personnel Control Officer or the HCO Area Sec becomes at once an interested party and must prove beyond reasonable doubt that due care was taken in the appointment.

If the Personnel Control Officer refuses to okay a SEC ED and can show no reason or statistic or record why not, if challenged by higher authority, then he or she must initial it. But if the smallest reason exists why the appointment is questionable he is immune to any challenge.

All appointments, particularly to Executive Positions are done by statistics and record, not by personality.

"Leaving the post empty rather than fill it with a bad personnel" is the maxim of his judgment on initialling SEC EDs for the LRH Communicator to ok.

L. RON HUBBARD

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NOT HCO POLICY LETTER ORIGINAL COLOUR FLASH NOT GREEN ON WHITE
HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO BULLETIN OF 27 JANUARY 1958
(Issued at Washington)

DUTIES OF PERSONNEL POST

Purpose: To maintain at all times a complete and accurate record of present and past employees of the organization.

1. There should be two sections in the Personnel Files, (1) Present Employees (2) Past Employees. Keep a file folder for each person employed by the org. Folder to contain date employment started, date of birth, permanent address, local address, next of kin, qualifications, name of post or posts held and dates held, date employment ceased and any other pertinent data, plus test copies.
2. Interview new person, determine his qualifications for a particular post, settle on pay, determine his goals concerning working for the organization. After new person has been employed, give him the hat folder for the post which he will hold, making sure the folder is complete. Make sure the duties of that post are understood by the employee. (The department head also will go over his duties with him.) If no folder exists for that post (if it is a new post), put together a hat folder for post and deliver to person. Make sure the new person *understands* the purpose of the post which he is to take over.
3. Deliver new person into hands of department head in whose department he will work.
4. Dispatch HCO Secretary whenever a person goes on or goes off a post. (If a new person, also give address and birthday.)
5. Dispatch Receptionist to set up basket for *new* personnel (HCO Secretary to dispatch Reception on change of posts, removal of baskets. Personnel does not otherwise dispatch Reception on personnel changes-this goes to HCO for okay, posting to Org Board and advising Reception to make proper changes on the baskets.)
6. Dispatch person making up payroll of new personnel (and their salary), old personnel leaving, or change of regular personnel ~njt pay.
7. Check back later and make sure this person has written up his "hat" for hat folder-if it's not been done before-or to make certain "hat" is understood.
8. There should be a Check Sheet for the head of Personnel, listing what is to be done, in order, checking off each item as it is done. When completed, put the Check Sheet into the employee's folder mentioned in item 1.
9. When someone leaves the organization, collect a *complete* hat folder for each hat he's been wearing.
10. Any staff member upon leaving the organization, or when changing posts, must present his hat folder or folders to Personnel.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 OCTOBER 1959

Assn Secs

HCO Secs

**PUTTING NEW PERSONNEL ON THE JOB AND TAKING
OVER WHEN PEOPLE QUIT OR ARE TRANSFERRED**

The first action, without deviation, in placing a person newly on post is to find a specific and unalterable place for them to sit and where they can store their mest and where they uen't in another person's road.

The second action is a basket (I per person) in the comm centre.

The third action is a three basket stack for "In" "Pending" and "Out". Use pasteboard boxes until somebody buys new baskets.

The fourth action is providing the new person with a hat (no matter how brief until a new one is written up).

The fifth action is briefing by the Assn Sec.

The sixth action is check over by the HCO Sec on what new person should know as a staff member (colour flash, etc.).

The seventh action is to get his pay straight with accounts.

Further actions are obvious and most important of these is to get the new person to do some specific work.

Most of these actions are prepared before the person enters the org-the day before at the latest.

Putting A new person in order is to have a new staff member. To neglect him is to invite a disorderly future for him or her. These apply to changes in post as well as new people on post.

If a new person hasn't gripped it in a week, is still begging for help from all, he's a DevT Merchant. Unload, he won't be any better in ten weeks and the org will be a lot worse. Such a persoq can't be at Cause over the job and will only destroy the post (as witness the way you have to **do** his work as well as your own-dead post).

Don't ever fill a post because it's empty. Fill it only to get more work done. If more work isn't done you are ten times worse off having it filled with a DevT Merchant than having it empt , y. You have to have three staff members extra for every DevT Merchant you have on staff. Why-because the coin has "efficient" on one side and "destructive" on the other-arid it n , ever stands on edge. There are no cases on staff-ever. Cases exist only in sessions.

REMOVAL OF PERSON FROM POST

When a person is removed from a post the Assn Sec in a Central Org or the HCO Sec in an HCO must capture all mest, papers of the removed person, move his dispatches back into lines and the HCO Sec must recapture the hat,

Posts are not turned over from leaving A to arriving B without the Assn Sec and HCO See pitching in on it. It's the Assn Sec who dusts the removed person off and puts the new person on. Don't leave it up to the old person to break in the new person exclusively.

A change of post always means a review of post.

If leaving A were to be the only person to groove in arriving B the whole org would begin to slide into strange new patterns. So capture a post being vacated even if the new arrival was coached for a week or two by the departing person.

At the moment of departure the Assn See grabs the post, the mest, the work, the HCO See grabs the p~nding basket, the files, the hat. Everything is put in order by these two. Then the new person is formally grooved in by the Assn Sec and the HCO Sec. These present the new person with his postl his instructions, his work, his hats.

It need only take a few minutes. But it makes havoc when it's not done.

Here's where you find all the secretly closeted skeletons, the long lost dispatches, the reason why Bilch never wrote again. So don't deny yourself the gen available in a post transfer and don't deny a new person the security of getting his hat fr.om the most important people in the place

Things work better this way.

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L. RON HUBBARD

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[See also reissue of the above policy on
9 September 1964, Volume 7-page 287.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 NOVEMBER 196S

Remimeo

All Divisions

APPOINTMENT OF PERSONNEL

The authority of appointment or assignment of personnel is as follows: **APPOINTED DIRECTLY BY L. RON HUBBARD:**

HCO Executive Secretaries
Org Executive Secretaries
HCO Area Secretaries
LRH Communicators
Saint Hill Dept 21
Aide, Co-ordinator, Officers
Estate Manager (who has the rank of Officer)

The above appointments or assignments are issued directly and individually. This includes Acting and Deputy titles as well. **APPOINTED DIRECTLY BY ADVISORY COUNCIL:** Secretaries of Divisions
(Deputies or Acting or permanent)

The above requires no further authorization or advices except AdCouncil Minutes. **APPOINTED BY SECRETARIES:** Directors of Departments (Deputy or Acting)

This requires only notice published in AdComm minutes.
APPOINTED BY DIRECTORS:
Officers and In-Charge (Deputy, Acting or permanent)

By despatch and posting. **APPOINTED BY OFFICERS:**
All personnel below the rank of Officers (Deputy, Acting or permanent)

A **DEPUTY** is assigned where the appointment is already filled by another. A Deputy is a second in command who acts in the absence of the actual appointed person.

An **ACTING** is a provisional appointment which if held with good statistics for a year may be made permanent and the prefix Acting is removed.

A **PROVISIONAL** is used to designate anyone who has served in orgs less than a year.

Deputy, Acting or Provisional appointments may be changed without Comm Ev or cause.

A Permanent appointment may be changed only with a Comm Ev.

"Staff Statue" is a result like a certificate, depending on study, service and examination. It is assigned by number derived from study, service and examination.

It is courtesy to inform superiors of appointments.

It is mandatory to inform the Org Bd Section of Dept I and the Personnel Officer and Accounts.

L. RON HUBBARD

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[Amended by HCO PIL 12 July 1971, Issue 111, *Appointment
ofHCOArea Secretaries*, in the 1971 Year Book.)

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 FEBRUARY 1966

Rernimeo
Executive Hats

APPOINTMENTS AND PROMOTIONS

When a staff member is promoted, the principle will be solidly held that if the post just vacated by him or her goes into Emergency or Danger Condition within 90 days the promotion is to be suspended and the staff member is to resume his or her former post.

It is obvious that a post which is not well organized or is held up by personality alone will slump if changed.

A staff member being promoted may therefore object to the personnel officer concerning a successor he does not believe capable.

The staff member being promoted has a dual responsibility-to learn his new post and to write up his old hat and break in his successor properly.

In expanding organizations our greatest liability is promotion. It is vital and necessary, but it tends to lose lines and leave a messy lower strata in the orgs which can swamp them.

This follows as well Policy on undoing changes which occurred just before a slumped statistic.

The Advisory Council and AdComms must always look at this factor of persons promoted off a post just before a slump as the probable best reason for the slump.

Similarly a person taking over a new post is in a Power Change Condition and must not alter any-thing or do anything rash until enough time passes for him to appreciate what the new post is all about. Most slumps following after a promotion occur because the new occupant of the old post has either lost the post's lines or has made some brand new order that applies to nothing real. There is no majesty and innocence like ignorance. The first day of a yacht under a new owner is the hardest day of its life as he throws all the bits overboard that propped open the hatches thinking they were kindling wood, tries to hoist the sails with a can opener and runs the engine on the galley fuel.

A staff member is rarely promoted unless his statistic is good. That means the old post he leaves is in good shape. If the old post slumps under a new appointee then that new appointee must have thrown away the lines and ordered the main cabin turned into the sail locker and the engine into the anchor. It will take the old holder of the post weeks to get it running again and he is obviously the only one that can. Further, he goofed in letting an incapable or fast change artist fill his former shoes and he didn't yell when he noticed next day that the keel had been hoisted as the mainsail as soon as he, promoted, left Ids old post.

New brooms love to sweep clean. Especially the competent orders of old brooms.

Taking over a post in danger or emergency is a feather in one's cap when it rises to normal under new management.

Taking over a post in normal operation and getting it into emergency or danger requires a lot of stupid changes or no work at all and should be the subject of an Ethics hearing.

But also, the old bolder of the post must be returned to it regardless of holes left at the top for otherwise a hole exists below and the org will sink into it.

I speak from long, hard experience. Time and again I have had to resume a post I had left because it collapsed. So I have become very careful of who succeeds me on a post. Very careful indeed. And I train them individually and heavily no matter what new post I now hold. The bigger we get the more I get promoted so I have to keep it up.

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HCO POLICY LETTER OF 22 MARCH

Rernimeo
All Execs
Org Exec Course
(Div I Dept I
Personnel)
Div I Dept I for
Adherence
Tech Sec for
attention
Qual Sec for
attention

URGENTAND IMPORTANT

(Reference HCO B of 22 Mar 67

Alter-Is and Degraded Beings)
PERSONNEL REQUIREMENT

A Scientology org must be at CAUSE over the environment and public.

Whenever it has gotten into trouble it has slipped to effect.

It is only the negligence or alter-is or non-compliance on the part of certain persons on staff or in the professional
employment of org (such as attorneys, accountants) that gets the org in trouble.

Such beings are uniformly degraded beings. They are at best pcs. They are not truly staff members or effective
professionals.

The more degraded beings you employ or retain as professionals to "fill a post" or "need a lawyer" or for any other
reason, the more the org will be at effect.

These are the people who get you and your org in trouble.

Their characteristic is alter-is of tech, alter-is of policy, and non-compliance with Tech, Policy and orders.

Where these characteristics are spotted in a person hired on staff the person is only qualified to be a pc and **MUST
NOT BE RETAINED ON STAFF** or as a professional contact.

This is a different thing than a suppressive. A suppressive is seeking to destroy knowingly and gets no case gain.

"Degraded being" is a harsh term but a true one. It means a person who is at effect to such a degree that he or she
avoids orders or instructions in any possible covert or overt way because orders of any kind are confused with painful
indoctrinations in the past.

This person cannot be at cause without attaining OT Level 3. Therefore they prevent the org from being at cause as
they cannot be at cause themselves and will not let the org or anything else be at cause including executives.

Persons who alter-is tech or refuse to comply with proper legal orders constitute a class of pcs we ran process gently
and happily but **MUST NOT** employ.

Further an org that goes mad on "process the whole staff" continually regardless of duties has a degraded being
complex. ("Us poor equal thetans".)

In such an org the degraded beings outnumber the Big Being staff members. Such an org is not at cause over the
environment but is a sort of mutual aid society or a self

treating mental ward where the inmates use Sen to treat each other but are but dimly aware of the outer environment.

In a staff member we expect lots of auditing and case gain. But we do not expect him to be on staff yet only capable of being a pc (as he alter-ises and non-complies).

We are completely happy to service such. We refuse utterly to use them on staff.

A staff member must be capable of being, with the org, cause over his environment.

It is policy that an executive may not retain on his staff or in his division or in the org any repeatedly alter-ising or non-complying staff member but must see the person dismissed, gently but firmly and put in a pc status only.

Personnel Officers hiring persons who have little ability to be cause over their own life environment are in violation of this policy.

We can process and bring up to stature such beings. But they are pcs entirely and cannot do other than bring an org down to the effect level and so get it into often severe trouble. They are the source (next above suppressives) of all org executives' overwork and woe.

The cash-bills ratio of an org is a very good index of the proportion of degraded beings on its staff or even in charge of things there.

An effective remedy for WW on such an org is to send someone to examine alter-is and non-compliance in that org and dismiss all staff so inclined. The org, even with 2 who are Big Beings left in it, will do better!

This policy letter is based on new tech data concerning thetans. When complied with it will increase the effectiveness of orgs many times over.

Our problem is to lift up people. We cannot do so if we are internally held down.

If our orgs are not maintained at cause then we fail the millions for the sake of being stupid about a few. Remember, we have not abandoned anyone by refusing him or her staff status.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 2~ MARCH 1967

Remimeo
Level 0

IMPORTANT
ADMIN KNOW-HOW
ALTER-IS AND DEGRADED BEINGS

Alteration of orders and tech is worse than non-compliance.

Alter-is is a covert avoidance of an order. Although it is apparently often brought about by non-comprehension, the non-comprehension itself and failure to mention it, is an avoidance of orders.

Very degraded beings alter-is. Degraded ones refuse to comply without mentioning it. Beings in fair condition try to comply but remark their troubles to get help when needed. Competent higher toned beings understand orders and comply if possible but mainly do their jobs without needing lots of special orders.

Degraded beings find any instruction painful as they have been painfully indoctrinated with violent measures in the past. They therefore alter-is any order or don't comply.

Thus in auditing pcs or in org, where you find alter-is (covert non-compliance) and non-compliance, given sensible and correct tech or instructions, you are dealing with a degraded low level being and should act accordingly.

One uses very simple low level processes on a degraded being, gently.

In admin, orgs and especially the Tech Div where a staff member alter-ises, or fails to comply you are also dealing with a degraded being but one who is too much a pe to be a staff member. He cannot be at cause and staff members must be at cause. So he or she should not be on staff.

This is a primary senior datum regulating all handling of pcs and staff members.

A degraded being is not a suppressive as he can have case gain. But he is so PTS that he works for suppressives only. He is sort of a super-continual PTS beyond the reach really of a simple S & D and handled only at Sect 3 OT Course.

Degraded beings, taking a cue from SP associates, instinctively resent, hate and seek to obstruct any person in charge of anything or any Big Being.

Anyone issuing sensible orders is the first one resented by a degraded being.

A degraded being lies to his seniors, avoids orders covertly by alter-is, fails to comply, supplies only complex ideas that can't ever work (obstructive) and is a general area of enturbulence, often mild seeming or even "cooperative" often even flattering, sometimes merely dull but consistently alter-ising or non-complying.

This datum appeared during higher level research and is highly revelatory of earlier unexplained phenomena-the pc who changes commands or doesn't do them, the worker who can't get it straight or who is always on a tea break.

In an area where suppression has been very heavy for long periods people become degraded beings. However, they must have been so before already due to track incidents.

Some thetans are bigger than others. None are truly equal. But the degraded being is not necessarily a natively bad thetan. He is simply so PTS and has been for so long that it requires our highest level tech to finally undo it after he has scaled up all our grades.

Degraded beings are about 18 to 1 over Big Beings in the human race (minimum ratio). So those who keep things going are few. And those who will make it without the steam of the few in our orgs behind them are zero. At the same time, we can't have a world full of them and still make it. So we have no choice.

And we can handle them even when they cannot serve at higher levels.

This is really OT data but we need it at lower levels to get the job done.

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Founder

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HCO POLICY LETTER OF 22 FEBRUARY 1969

Remimeo Exec Hats Dept I Hats

PERSONNEL PLACEMENT & PURPOSES

People basically want to work.

As has been long since expressed, an Executive's sole resource is the willingness to work of his staff. And an *individual's willingness to work increases or decreases depending directly upon the degree to which he can follow the line of his basic purposes.*

People *are* different, they are *not* all the same, and they do have different purposes.

And Ethics' purpose of removing other-intentions from the environment does not somehow involve pressing everyone into some common mold.

True we all share common purpose in seeking to free our fellows-but one serves it better as an auditor, another as a Franchise holder, another in the Sea Org. Each according to his own abilities & individual *purpose* line.

PERSONNEL PLACEMENT

Therefore personnel placement must give the highest attention possible to the purposes of the individuals placed. And when out of necessity placing someone in a job that he does not want, that person must have a concrete (& not *at all* vague) assurance that is real to him that the measure is not meant to be permanent and that as soon as he's made things go right in that area he will be shifted to a post more in keeping with what he seeks.

To do otherwise will only accomplish a gradient of degradation & suppression towards the end, if prolonged too long, of loss of the staff member.

The point is simple: someone who does not want a hat (however loyally he analytically attempts to make it go right for the good of the group) will eventually goof it up unless successful accomplishment of a result on it will CLEARLY lead to major progress on the line of Ids own highly particular purposes.

It's not particularly difficult to unearth by two-way comm why the individual came into Scientology, or joined the org, or what he hopes to be able to do as a result of gaining org experience. Man, that's where he lives!

This obviously does not include the momentary whim of someone suffering a set-back to "be the janitor" for a while.

For the individual, no license is given herewith to fail in his assigned duties without full consequence: the right granted hereby is to claim proper reward for successful accomplishment in the form of a more desired post. The caution made to the Executive is simply not to keep the pianist hanging pictures longer than he must.

PLACING "EXPERTS"

In general in a choice between 2 personnel, one person with little experience on a specific post yet with a purpose line running through his history that leads him to actively want to *do* that post and a second person classed as an expert in the wog world

on the detailed functions of that post yet with no desire at all to do it now (overts?), choose the first one every time.

He's the one that'll find a way to educate himself on all its duties inside 3 days. He's the one whose graph, even if starting low will look Eke

The second person's graph, while apparently starting high will dwindle down to nothing and his "expertise" eventually serve only to glibly convince the previously willing around him that "nothing can be done anyhow".

On occasion the 2nd individual can be used as a shock troop to handle an emergency where there is no time for the first person to spend his 3 days. But to then *keep* him on that job without a real, to him, hope of getting on to his purpose line will uniformly lead to disaster.

EXECUTIVE FUNCTION

AN EXECUTIVE ENABLES HIS JUNIORS TO HAVE RISING STATS.

From one viewpoint, that's *all* an Executive does as an executive. ENABLES, you'll notice, not "forces". The Executive provides channels & co-ordination so that his juniors can get on with the job.

People basically *want* to work. And our purpose is so identical to the most basic purposes of a thetan (common purposes exist too), that an Executive should expect the highest enthusiasm on the part of his staff.

And he can get this so long as he makes it increasingly easier for staff to do their jobs and realizes that someone who has stopped producing has fallen (or been pushed) off his basic purpose line.

(1) Therefore persons should be asked before placement if they *want* that particular job. And given it only if they do.

And in accordance with HCO Pol Ltr 24 Feb 69 (2) The Executive should *protect* his staff from false reports, false conditions and unreasonable transfers.

(3) The Executive should disinturbulate his area by finding and exposing the false reports.

Guy Eltringham Research and Projects Officer for L. RON HUBBARD Founder

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HCO POLICY LETTER OF 24 JANUARY 1970

Remimeo ECS

TECH ADMIN RATIO

HCO Policy Letter, 30 April, 1965, "Emergency, State of," paragraph five, as below, must not be used to delay Org Programme No. I per LRH ED 49 INT.

"NO NEW PERSONNEL

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

An Org's personnel ratio (one in HCO and one in Pub Divs to one Tech personnel) must be corrected NOW according to Org Programme No. I regardless of what condition the Org, Org portion, division or section is in. The correction of personnel ratio as per above is an immediate action.

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 27 JANUARY 1970
(Cancels HCO PL 28 Oct '69 LRH Comm Hat
Modifies HCO PL 8 May 66 LRH Comm, No Other Hats)

Gen. Non Remimeo
HCO Exec Sec
HCO Area Sec
LRH Comm

**TECH: ADMIN RATIO AND LRH COMM ASSIGNMENT
CENTRAL AND AREA ORGS**

This policy gives a table to establish the assignment of the LRH Comm Hat which is worn by the HCO Exec Sec or the HCO Area Sec or separately and solely, depending on the number of staff employed and their allocation in the Tech Admin ratio.

In the basic unit of 3 persons on staff, the LRH Comm hat is worn by the HCO Exec Sec, who continues to wear it until there are one or two persons assisting the HCO Area Sec, at which point the latter takes over the hat. By the time the staff totals 27 overall, the HCO Area Sec must take the hat over from the HCO Exec Sec.

Table I shows the suggested allocation of staff, with 18 Admin (maximum), 9 Tech (minimum). The allocations in the Admin Divisions are not absolutes, as long as the Admin staff do not exceed 18 in total.

Note that the Org Exec Sec is included in the Tech figure and that Treas Dir is included in the Admin figure, as are Tech Services personnel, whether in Dept of Tech Services, or in the Dept of Exams (e.g. invoicing, routing).

<i>TABLE 1</i>		<i>27 TOTAL STAFF</i>	
HCO EXEC SEC		ORG EXEC SEC	PUBLIC EXEC SEC
HCO Area Sec + 2		Treas Sec & Tech Services 2 total	8 (max)
Dissem Sec + 2		Tech & Qual	6-7 (about)
9 (max)		8 (min) 9- 10 (about)	

18 Admin (max) : 9 Tech (min) = 27

As the Org increases in size, the Tech Admin ratio reduces towards I : 1.

By the time staff totals 45 the HCO Exec Sec appoints a full time LRH Comm who holds the hat separately.

Table 2 shows an allocation of staff of 26 Admin (about) to 19 Tech (about).

<i>TABLE 2</i>		<i>45 TOTAL STAFF</i>	
HCO EXEC SEC	LRH COMM	ORG EXEC SEC	PUBLIC EXEC SEC
HCO Area Sec + 3		Treas Sec and Tech Services	+ 10 (about) I I (about)
Dissem Sec + 4		4 total	
15 (about)		Tech and Qual	
		18 (about)	
		19 (about)	

26 Admin (about) ; 19 Tech (about) = 45

When staff totals 76, the Tech Admin ratio must be I : 1, with allocations roughly as in Table 3.

TABLE 3

		76 TOTAL STAFF	
HCO EXEC SEC	LRH COMMORG EXEC SEC		PUBLIC EXEC SEC
HCO Area Sec		Treas Sec and	+ 15
+ 5 (abt)		Tech Services	16 (about)
Dissem Sec		7 (abt)	
+ 6 (abt)		Tech and Qual	
21 (about)		+37	
		38 (min)	

38 Admin : 38 Tech = 76

As Divs 1, 2 and 3 are heavy on Admin (Address, CF and Ltr Regs, Accounts), that side of the Org Board has slightly more than the Public Divisions, when the ratio is strictly 1 : 1.

At 150 total staff, Exec Secs will need assistance on their comm lines and one Admin person is assigned as Exec Secs' Communicator, who will work up to Div IX Sec.

The Div IX Sec can gradually acquire assistants to strengthen the Exec Secs and the LRH Comm. Such assistants are always included in the HCO portion's allocation.

APPOINTMENTS

LRH Comms are appointed on the nomination of the Org's HCO Exec Sec and ratified by the Guardian WW on the recommendation of the LRH Comm WW.

GUARDIAN'S OFFICE

Guardian's Office personnel are external to the Admin-Tech ratio.

FACILITY DIFFERENTIALS

Existing facility differentials awarded by the Founder which give extra personnel to an Executive may remain but are included in the Tech : Admin ratio as Admin personnel.

EXISTING.FULL TIME LRH COMM ASSIGNMENTS

Where an LRH Comm is separately assigned already in an org, he must remain on that post, regardless of the number of personnel on staff, but is included as Admin personnel.

Lt. K. Urquhart CS-7 Approved by Aides Council Flag
for L. RON HUBBARD

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Founder

(Note: The last paragraph is the full text of HCO PIL 29 January 1970, Issue 111, modifying the 27 January issue of the above Policy Letter. *I*

[This Policy Letter is amended by HCO P/L 9 July 1970, *LRH Comm-Single Hatting*, which states, "Any restriction on the appointment of a full-time single hatted LRH Comm for any reason whatever is cancelled.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 FEBRUARY 1961
Issue II

CenOCon

CHOOSING PE AND REGISTRATION PERSONNEL

Control = Income.

When you have people who cannot control people on PE and Registration posts your income falls or vanishes.

This comes about from the state of "self-determinism" in the society today. What with advertising and stepped up political and economic controls, the "selfdeterminism" of the general public is only re-activism.

As any control we exert upon the public brings about a better society, we are entirely justified in using control.

The best control, for PE and Registration purposes, includes the greater good of the applicant. Therefore, KNOWINGNESS must be included with Control. One must discover what is best for the applicant and then control him into obtaining it. Leaving it up to his "self-determinism" is really leaving it up to his reactive mind.

With our current run-down of processing (S.O.P. Goals) any staff member will sooner or later get his or her control button freed up.

But if there are financial emergencies, as these affect all staff, the entire staff should be tested out for knowingness and control and those members who are best at it should be placed in Registration and the PE Foundation.

Priority of personnel by degree of ability to control is as follows:

Chief Registrar (Body Reg) PE Director Letter Registrar D of P PE Personnel D of T

The best test for good control is not the E-Meter. The E-Meter mainly registers bad control and selects people out, rather than in. The E-Meter is better used for elimination of candidates rather than their choice.

The best test is Upper Indoc. By conducting an Upper Indoc class for the whole staff, income would be bettered anyway. But carefully grading all staff who take it will result in singling out the persons capable of good control.

A good control person for our purposes would have a free or nul needle on control and help and would probably have high E and F traits on the graph. A high S trait is probably not disqualifying for our purposes here.

Disqualification for a Registration or PE post would be:

E-METER

Falls or changes Pattern when control is mentioned. Falls or changes pattern when help is mentioned.

GRAPH

Has a low E and/or F trait. Has a low S trait.

Has an I.Q. below 120.

APTITUDE (Accident Test)

Has a bad score.

PROCESSING

Does not respond to Rising Scale Processing. (Note: SCS behaviour as a pc is not a good index as control ability may be obsessive and still serve our purpose.)

UPPER INDOC

Cannot get intention into the ash tray.

Is easily flunked by person being "processed".

Is balked by failures to control.

The control factor of a staff member in the Registration and PE Posts is sufficiently important to warrant such study and care by an HCO See or Assn Sec. Time spent on this for a bit is better spent than on "some new campaign". Bad control personnel on Reg and PE posts will waste whoever is driven in anyway.

CASE HISTORY

HASI London has a very poor control index. This is due to the historical bad character of control in England.

HASI London has had a very difficult time with finance of recent years.

These two facts are associated closely. Due to the control character of the British public, the control necessary from HASI London to the public is called upon to be extraordinarily good, better than anywhere else.

To substantiate this, once Mary Sue, whose control factor is good, took over suddenly as Registrar-D of P in London, and in her first week of office signed up (and got wins for) 15 preclears as opposed to the average 5 when a bad control personnel had the post. Her 15 pcs (with wins) continued as long as she was Reg-D of P, a matter of many weeks.

As soon as she went off, the organization dipped back toward 5 a week. No announcement of her presence or departure was made. No extraordinary promotion

was attempted. Control must have been a primary factor as this was many, many years ago when her altitude was slight.

DOMINATION

Dominance of others is a control symptom. We are not looking for *pleasant* control—we are looking for effective control. It is sometimes found in rather aberrated persons. Napoleon had a high control factor and a high I.Q. and practically nothing else. But the control factor does not need to be aberrated as per the above case history.

As a staff member, if you want to know why your unit is low, demand a view of the results of all the above mentioned tests on Registration and PE personnel and require that those persons in the organization who show up best on the above-listed tests be placed in the Registration and PE posts in accordance with the above priority. Your income will go up.

SUMMARY

At this stage it is necessary that our best control personnel come into the closest contact with the public.

Income is proportional to the control exertion of our personnel.

People with an abiding faith in the "self-determinism" of public persons should not be allowed near PE and Registration lines.

The control skill of a staff member can be tested. Bad control factors are most easily recognised. Staffs should be tested on control.

Current run-down will eventually boost up all staff members to a high level of control. We may not be able to afford to wait and let income suffer.

The whole staff can have its control level raised by Upper Indoc. Upper Indoc is the most reliable test of control skill.

People who can control others are not necessarily our sanest people but are our most effective people on PE and Registration lines.

HCO Secs and Assn Sees should review this control factor in PE and Registration personnel as the fastest means of improving income. Steps taken, however, should keep in view the morale of staff and staff members, and that control can be directly remedied by processing. A seriously bad control person on PE and Registration lines should, however, be transferred rather than processed at once,

We have always seen that our best auditors made our best staff members. Well, these were, of course, our highest persons on control.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. 1

HCO POLICY LETTER OF 30 APRIL 1959

(Convert)

ADDITIONAL STAFF AUDITORS

In order to procure enough auditors for the HGC and to conserve unit pay, the following system may be used:

All auditors on administrative posts excepting only department heads shall be listed in order in such a way as to avoid consecutive listing from one department.

Thereafter, this rotating list shall serve as an "on call" list for staff auditor duty.

All short term pcs, so far as feasible, shall be assigned against list and long term pcs shall be assigned to regular staff auditors.

Example: Smith, HPA CF Clerk
 Jones, BScn TrAdmin
 Brown, HCA Letter Registrar
 Petei s, HPA Address files,
 etc. down through all Admin staff.

An extra staff auditor is needed one Monday. Smith is assigned to the pe that week.

The following Monday a staff auditor is needed. Jones (whose name comes next) is assigned.

A month later another extra staff auditor is needed, Brown is assigned, since Smith and Jones have already done theirs.

When the end of the list is reached, it is started at the top again. Then two or three extra auditors are needed, two or three are pulled at once.

The Admin staff person doing extra auditing spends all the time left in his working after auditing, at his own job, trying to keep it caught up.

I have seen so many staff posts stay vacant a week or three without bringing the Org to harm that this plan seems feasible.

Town auditors should be used, when used, mainly on evening and weekend pcs.

This plan also has the virtue of keeping auditors on Admin from losing out and getting rusty.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

CenOCon
Attention:
Assn Sec
HCO Sec
D of P
DoT

HCO POLICY LETTER OF 13 MARCH 1961

STAFF AUDITOR TRAINING

Only full time staff auditors in the HGC may be trained during working hours-to wit: their late afternoon briefing period. No other staff member may be so trained even though he is a potential staff auditor.

All other staff or field persons may be trained for staff auditing during a one or two evening a week briefing or tape playing period.

No field auditor may be trained free during an evening briefing period unless he or she has signed a contract to work full time for the organization for one year. The organization is to be the sole judge of when such person is to be called up for employment.

No staff person may be trained in such an evening briefing unless he has signed a contract to work for the organization for one year.

No certificate is furnished for this briefing day or evening but note of receiving it should be entered in Academy rolls.

The following is the contract that must be signed by the person and by HASI:

HUBBARD ASSOCIATION OF SCIENTOLOGISTS INTERNATIONAL

STAFF EMPLOYMENT CONTRACT

(To be filed when signed with the Assn See's See)

I _____ do hereby contract with the Hubbard Association of Scientologists International to serve for at least one year on HASI or HCO staff at units not less than those of a staff auditor in return for a briefing course conducted in the evening by the HASI during one or more nights per week.

I understand fully that failure to continue this briefing course once begun does not cancel this contract.

I understand further that this employment will commence at the sole discretion of the HASI.

I also understand I may use these materials in my own practice until called for employment.

I also understand that a penalty of L250 (or \$750) will be levied against me if I fail to execute this contract, as a payment for the training in lieu of my failing to take employment, and I do undertake to pay this sum at once upon my refusal to accept employment when offered.

By my hand and seal this _____ day of _____ 19__

Witness

Signature

Hubbard Association of Scientologists International by:

Witness

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo
RAP Hats
Tech Hats
Qual Hats

HCO POLICY LETTER OF 21 AUGUST 1964
Reissued on 7 June 1967

STAFF AUDITORS

All auditors working in an HGC in any Central Organization or City Office must be full time staff members in the Day Org or full time in the Evening and/or Weekend Foundation.

No auditor may be "on call" or "part time" in a Central Org or City Office HGC. An auditor is either a staff auditor, working full time on units, or lie may not audit for the organization.

There~ will be no exceptions to this policy permitted.

Three organizations have at one time or another nearly gone extinct because they employed outside auditors on an occasional or "consultant" basis. They keep several auditors "on call" and when they have a pe for them call them in. This measure is only an effort to preserve units. It is foolish as it eventually destroys units.

At least three great evils result from "the consultant policy".

1. There is no way of setting up a staff training programme or a staff auditing programme that includes such people.
2. Technical result suffers because the pe is not really given an HGC auditor but someone who is not under direct control of the D of P.
3. HGC peg often wander off from the HGC and turn up later in somebody's practice-even though the org investment in procuring that pc was great.

There are other lesser reasons. But there is no point in detailing them.

Outside (non-staff) auditors have often been of great assistance to orgs and it is regretted if this seems critical of them. Other outside auditors, however, have not been.

The FIRST REASON AND LAST REASON FOR THE EXISTENCE OF A CENTRAL ORG OR CITY OFFICE IS TO HOLD UP THE TECHNICAL STANDARD OF AN AREA.

That is POLICY ONE in every Central Org and City Office. I would never have established them except that it became obvious that they were the only way to hold up and maintain the technical standard of Dianetics and Scientology.

I can get data to them, supervise their auditing and training and act to correct technical abuses. I cannot do this in areas where there are no orgs that are in effect part of my office.

The moment an Org passes auditing and training to the field, the field is holding the standard and I can no longer directly maintain a high technical standard in that area.

The final test is the actual experience. In an area where an org uses the field on a casual labour basis to do its technical, I very soon begin to receive nothing but entheta on my Standing Order 1~ I lines (public comm lines). The theta coming vanish. There's nothing but natter. So I look and I find every time that the org responsible for that area has ceased to deliver, tech service through staff members, but is using a "consultant" plan.

This "consultant plan" seems sound to oTgs. In weeks when there are no peg they don't have to pay the auditors. Sounds good.

But it is in violation of Org Policy Number One. The org is only there to hold a standard. When it passes that to the field, it isn't there at all. And sure enough it rapidly starts to go broke.

There is another aspect to this. How about the field auditor who depends on 'can occasional pe in the HGC'. It sounds good to be able to do his own too. But actually he is often merely being denied his rightful job as a staff auditor.

So there will be no more of this "consultant auditor" idea.

Hire only full time Auditors. And hire in high ratio to the number of admin staff.

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L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 JULY 1965
Amends and cancels HCO Policy Letter
of 5 July 1965

Gen Non-Rernimeo

ASSIGNMENT OF TECH PERSONNEL

QUAL DIV

Auditors are fully assigned by name to the Qual Div. The practice of borrowing auditors from the Tech Div confuses the lines.

Assign enough auditors to Review to take care of the work. If it is too consistently an overload, assign additional auditors, but on a permanent org board basis, not a daily borrowing.

TECH DIV

First call on the auditors of the HGC who are not working is the Dir of Tech Service (Dept 10).

If the Director of Tech Service has no use for them, the second priority on idle auditors is Dir Comm for Expediters.

COURSE SUPERVISORS

First call on Course Supervisors who have no students or whose classes have been combined so as to leave them with no students is the D of P. Second call is Academy Admin and third call is Dir Comm and nothing may interrupt any of these priorities.

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HCO POLICY LETTER OF 9 MAY 1966

Gen Non-Remimeo St Hill only staff SHSBC Students Qual See Hat Tech See Hat D of T Hat Supvsor's Hats

REQUIREMENTS FOR A SHSBC SUPERVISOR

To be appointed as a Saint Hill Special Briefing Course Supervisor someone must meet the requirements of the Personnel Control Officer, as per HCO Policy Letter of 13th February 1966.

Additionally someone must:

(A) Be a contracted SH Staff member.

and (B) Be at least a Class VI (prov) trained Auditor and be a Clear or a Clearing Course Student (which means, of course, that they have been released on all levels 0 to VI).

DIRECTOR OF TRAINING

The same requirements apply to the D of T of the SHSBC. However he/she must have further technical experience such as:

(A) Have been an SHSBC supervisor with good statistics.

or (B) Have been a Director in another Department of Tech or Qual Divisions with good statistics.

or (C) Have been an Interne at Saint Hill with good statistics.

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HCO POLICY LETTER OF 21 JUNE 1966

Remimeo

APPOINTMENTS -

LRH COMM AND EXECUTIVE SECRETARY

AND ASST GUARDIAN AND OTHERS

In all appointments of LRH Communicators, Executive Secretaries and Assistant Guardians in all orgs, Continental Exec Divs and WW, Clears have top priority.

Such appointments also have top urgency in becoming Clear.

In making such appointments the following considerations should be taken into account:

- I. Clear
2. Good statistics prior to appointment or while not yet Clear
3. Length of time in orgs
4. Staff Status attained
5. Experiential track.

After this date, LRH Comms, Exec Sees, Assistant Guardians, Divisional Secretaries, Executive Secretary Communicators and Departmental Directors may not be given permanent appointments unless Clear and may only hold Deputy Status unless Clear.

When cleared, a Deputy may then be appointed "Acting" which, if held successfully for one year may then be designated as a full appointment.

If there is a Clear on a staff who fulfills the requirements (as given I to 5 above) but who has seniors who are not actively progressing toward a state of Clear, then the Clear must be appointed to a top executive post, supplanting if necessary any senior who is not actively making a successful effort to become Clear in the immediate future.

Any LRH Communicator, Guardian, Assistant Guardian, Executive Secretary, Divisional Secretary or E.S. Comm or Departmental Director, Deputy, Acting or Permanent, who is not making rapid and visible progress up the Gradation Chart by standard technology toward a state of Clear may be ordered to a properly convened Committee of Evidence on the following charges as they apply:

- (A) Failure to personally apply Scientology;
- (B) Lack of effort to improve one's case;
- (C) Disagreement with standard technology;
- (D) Use of other practices instead of Scientology;
- (E) Suppression of an organization;
- (F) Blocking Clears out of executive posts;

(G) Preventing people from becoming Clear.

if found guilty of one or more of the above charges the executive may be removed from post or demoted by the Findings when approved and supplanted by a Clear or a staff member who is making good case progress and otherwise qualifies as per I to 5 above.

It is the unmistakable intent of this policy letter to give Clears executive appointment priority and to have all senior Scientology executives Clear and to supplant as senior executives all persons not making reasonable progress in that direction.

Momentary case difficulties, temporary bog-downs lasting no more than 3 months and physical illness are not to be interpreted under the heading of no-case-progress.

Failure to actively work toward the state of Clear or failure to make any progress toward Clear or trying to keep Clears out of top appointments are the basic data to be used in applying this policy letter.

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HCO POLICY LETTER OF 30 SEPTEMBER 1968

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EXECUTIVES

TRAINING AND CASE LEVEL

The requirement for Senior Execs such as Exec Sees, Sees, LRH Comms, Ethics Officers and Div I Dept 1, as well as good Ethics records, good stats on post, is that they are technically trained to SHSBC level and are OT III.

It is proven that a person who is technically trained is much more able to handle work and personnel than an untrained individual.

As reality is proportional to charge off it is vital that our Senior Execs are at least OT fit.

Any HCO ES, Org ES, Public ES, LRH Comm, Divisional head, Ethics Officer and Dept I Personnel who are currently on post and who do not meet these requirements are expected to immediately get stuck into their auditing and training and be completed within the next 6 months.

It is quite vital that an LRH Comm be trained as an LRH Comm is supposed to hold the tech line firm and not allow additives or alter-is.

LRH:ei.rd

Irene Dunleavy
CS-7

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for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 31 MARCH 1969
Issue III
(Amends HCO PL 24 April, 1968, Issue II)

Gen Non-

Rernirneo Franchise

PUBLIC DIVISIONS STAFFING QUALIFICATIONS

The Public Divisions are an extremely important area of action on the Org Board. These Divisions keep the new people coming in, businesses continuing and expand an Organization.

So in fact much is required of Public Divisions personnel. They must be of a high cause level in carrying out the old programmes and building new ones.

It is very clear that without the Public Divisions an Org will not go very far.

To understaff these Divisions or to unniock them with ineffective staff is an act of unstabilizing an organization's future and depriving Scientology of a faster dissemination level.

Dissemination Division is also very important but where would it be without the Public Divisions creating a public for it to disseminate to? Exactly nowhere and expansion would dwindle more and more each day.

There are specific qualifications required of the Public Divisions and their personnel:

1. Anyone with a thick ethics file is NOT allowed to work in the Public Divisions.
2. Any new Public Divisions staff who do not attain Staff Status I within three weeks of joining the Divisions are to be sent to PCO for reassignment.
3. Any new Public Divisions personnel must be Grade IV Release within one month of starting in any of the Public Divisions.
4. Each Public Division must have a Secretary and three Directors on post.
- S. There must be a fulltime booksalesman on post.
6. Every staff member in the Public Divisions must be Staff Status IV within two months of appointment to any Public Division post.

When any Public Divisions personnel has achieved Staff Status IV and Grade IV Release he or she is fully entitled to wear the Public Divisions Badge which is obtainable from Qualifications WW via your own Org Dept of C and A.

-INFINITY

Brassy Metal

-ARC

Tom Morgan	- Public Exec See WW
Jim Keely	- Qual See WW
Bruce Glushakow	- HCO Area See WW Ad Council WW
Rodger Wright	- LRH Comm WW
Jane Kember	- The Guardian WW for

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Founder

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. 1

HCO POLICY LETTER OF 1 MAY 1958
(Issued at Washington)

EMPLOYMENT QUALIFICATIONS

Effective July 1, 1958 no Person whose profile is below the centre line of an OCA or APA or whose IQ is below 120 or whose cases do not improve easily with auditing may be employed on any technical or administrative post of Scientology organizations nor may they be continued on such post.

Employment qualifications for all new hirings must include the above.

This is not in the interest of getting people clear. It is based on the long experienced fact that such people as are below the centre line of an APA or OCA or whose IQ is below 100 are more of a liability to the organization than a help. The post had better be left vacant than be filled by sub-optimum personnel.

It is also policy to fill all technical and administrative posts with people who are good auditors.

L. RON HUBBARD

LRH:cdem

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[Note: This policy has since been cancelled by HCO P/L 21

July 1972, issue IV, Staff Qualification Requirements for

Hiring Cancelled I

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 NOVEMBER 1959

CenOCon

EMPLOYMENT OF CRIMINALS FORBIDDEN

It is hereafter a fixed policy rather than a verbal policy that no person guilty of unpunished current lifetime crimes for which he could be blackmailed by subversive elements may be employed by any Central Organization or HCO and insofar as it can be made effective, franchise holders. No such person may be given or continue to hold any certificate.

Further no person of known or unknown criminal record or liability in the eyes of the law may be employed by HCO or a Central Organization without being cleared both casewise and with the law of the area.

Immediate compliance with staff employment standards OCA-APA, IQ and aptitude is required by me of all organizations.

To this should be added an E-Meter check for criminal records or undetected current life crimes which could be used for blackmail purposes by subversive agencies in assisting our destruction. Any serious crime on the third or second dynamic should place the person in the forbidden employment category to be remedied only by clearing as a case and as required with the law before further employment or use of any kind may be given or made of them.

Association Secretaries are requested to intercede for such detected persons with the law at the person's request to mitigate punishment.

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[Modified by HCO P/L 21 July 1972, Issue IV, Staff Qualifica

tion Requirements for Hiring Cancelled, re: Meter check and

qualifications on hiring. I

HUBBARD COMMUNICATIONS OFFICE
3 7 Fitzroy Street, London W. I

HASI POLICY LETTER OF 10 MARCH 1959

PERMANENT STAFF MEMBERS

Permanent Staff Members are entitled to claim Permanent Staff Member privileges when they become in possession of their certificate.

These privileges naturally cease should a Permanent Staff Member leave staff without a formal leave of absence, neither can they be claimed if a Staff Member has given notice of leaving.

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NOT HCO POLICY LETTER
ORIGINAL COLOUR FLASH
NOT GREEN ON WHITE

ASSOCIATION SECRETARY DIRECTIVE

3 JUNE 1957

QUALIFICATIONS OF A PERMANENT STAFF MEMBER

ADMINISTRATIVE:

1. Must have been with organization three months.
2. Must know the Code of a Scientologist.
3. Must have passed an examination on the Organization Board and Comm Centre given by HCO Board of Review.
4. Must be accepted by a staff majority vote, an Advisory Committee majority vote and finally must be passed on favourably by Association Secretary.

TECHNICAL:

1. Must have been with organization three months.
2. Must have a certificate in force in Dianetics or Scientology.
3. Must have passed successfully five levels of Indoctrination.
4. Must know the Auditor's Code and Code of a Scientologist.
5. Must have passed an examination by HCO Board of Review for validation.
6. Must have passed an examination on the Organization Board and Comm Centre given by HCO Board of Review.
7. Must be accepted by a staff majority vote, an Advisory Committee majority vote and finally must be passed on favourably by Association Secretary.

BOTH: A permanent staff member cannot be dismissed except by a unanimous vote of the Advisory Committee or by L. Ron Hubbard. He has the rights of vacation with pay. There may also be an honorary staff member who is neither temporary nor permanent. Permanent Staff Member Examination is given by HCO Board of Review.

Jack Parkhouse

[N,te: Originally issued in two sections, *Administrative* and *Technical*, as FC-DC P/Ls of 2 May 1957 by L. Ron Hubbard, with an additional point between 6 and 7 which read: "7. Must have a minister's certificate in force and must keep it in force."]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 18 JANUARY 1960
(Issued as See ED in Washington DC)

CenOCon

QUALIFICATIONS OF PERMANENT STAFF MEMBERS
(Cancels previous Directives)

1. Knows Organization Board.
2. Knows Communication Centre.
3. Meets OCA (APA) and IQ Standards.
4. Has worked for Organization for three months.
5. Has been checked clear on all present life overts and withholds.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 JUNE 1960
(Cancels previous directives)

CenOCon

REQUIREMENTS FOR STAFF POSTS

Applicants for staff positions in HCOs or Central Orgs must pass:

1. A security check demonstrating no criminal record or intentions;
2. A "help check" showing normal help ability;
3. An acceptable (not wholly below centre line) profile on a personality test; and
4. An IQ of at least I 10.

Persons showing criminal background this life may not be employed.

STAFF AUDITOR REQUIREMENTS

A staff auditor must have the following:

1. A professional certificate in hand and in force except where certificate is awaiting only final signature when the interim letter may be substituted.
2. A knowledge of modern processes.

A staff auditor, to obtain permanent staff status, must have:

1. A thorough knowledge of an E-Meter, pre-sessioning and model sessioning.
2. A thorough knowledge of the CCHs.
3. A free needle on help.
4. A profile in the upper third of the graph.
5. An IQ of 120 or more.
6. A knowledge of the comm centre.
7. A knowledge of the Org Board.

A permanent staff member in any division must meet the above requirements.

REGISTRAR POSTS

No person may serve in a letter writing or registration capacity who is not reasonably released on "help" (does not consider help impossible in the field of action of PrR). Such persons should be specially processed on help.

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L. RON HUBBARD
[Modified by HCO P/L 21 July 1972, Issue IV, *Staff
Qualification Requirements for Hiring Cancelled,*
with regard to checksand qualifications on hiring.]

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. 1

HCO POLICY LETTER OF 26 NOVEMBER 1960
Reissued from Sthil

All Central Orgs Already issued in SA

**PERMANENT STAFF MEMBER
REQUIREMENTS**

(Effective 1 April 1961)

To qualify for staff intensives, vacations, sick leave and other benefits in an HCO or Central Org a person must be a Permanent Staff Member.

The following are the requirements of a Permanent Staff Member:

1. Any certificate in force (including HAS).
2. Security check passed. (No Criminal, subversive or Commic background.)
3. Help button in good condition.
4. An acceptable (not wholly below centre line, and majority of points not lower than the centre line) graph.
5. IQ 110 or above.
6. A knowledge of the Comm System and HCO Policy Letter April 8, 1958.
7. A knowledge of the Org Board.
8. 3 months on Staff.

Note: (Persons showing a Criminal, subversive or Communist background may not be employed.)

**REQUIREMENTS
FOR AN EXECUTIVE POST**

1. Permanent Staff Member.
2. A Professional Certificate in force.
3. Control button free needle.
4. Help button free needle.

**REQUIREMENTS FOR A TEMPORARY
STAFF AUDITOR**

1. Professional Certificate in force. (Or a letter showing exam has been passed and certificate is being prepared.) (Letter from D of T.)
2. A thorough knowledge of the E-Meter.
3. A thorough knowledge of the CCHs.
4. No inversion on help.
5. No inversion on control.

**REQUIREMENTS FOR A PERMANENT
STAFF AUDITOR**

1. Permanent Staff Member.
2. Free needle on Help.
3. Free needle on Control.
4. Adequate case gains on pes processed.

Note: The pay grade of a staff member should be regulated in view of the above as well as his actual position in the Org.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 FEBRUARY 1961

CenOCon

PERMANENT STAFF REQUIREMENT CHANGES

(Modifies HCO Policy Letter of 26 November 1960)

Instead of passing an examination on the Org Board, effective on receipt of this policy letter, a permanent staff member applicant must pass a stiff examination on

"The Pattern of a Central Organization", HCO Policy Letter 14th February, 1961

and

The Staff Information Bulletin that gives the paper colour flash system and other data and has long been in staff hats, being a condensation of many earlier bulletins. (HCO Policy Letter of April 8, 1958.)

Further, if a staff member has not qualified for permanent staff member by deadline, he may not receive staff rate processing under the D of P.

Deadline on the earlier policy letter is relaxed until June 1, 1961.

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HCO POLICY LETTER OF 26 FEBRUARY 1961

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QUALIFICATION OF EXECUTIVES

See HCO Policy Letters on Executives and Personnel, 13th February and 17th February, 1961.

I will qualify and issue a Qualification Certificate to any staff personnel who meets executive requirements regardless of whether they occupy an executive post or not.

This means that an Executive Qualification Certificate for a Central Organization executive post, does not demand or command that the holder occupy the post or receive executive units.

A person who does not actually hold an executive post but who wishes to receive an Executive Qualification Certificate must pass all requirements for that executive post and must receive as well a high mark on a Hat check of that post.

Having once occupied such a post in the organization does not automatically qualify a person but will be taken into account.

Such persons seeking an Executive Qualification Certificate, should be handled exactly as an executive is handled in their application.

Having extra qualified persons on staff for all executive posts means faster expansion and quicker filling of vacated posts, with immediate executive units rather than filling posts on a temporary basis with the consequent long wait for units.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 MARCH 1961

CenOCon

PERSONNEL POLICIES
STAFF POST QUALIFICATIONS
PERMANENT EXECUTIVES TO BE APPROVED
(Modifying HCO Pol Ltr of Feb 17, 1961)

I desire now to approve of all executives appointed to post in Central Organizations, before the appointment is given permanent status.

I desire a full report from HASI attendant to the dismissal of any permanent executive *before the dismissal occurs*.

The data *to be* submitted to me, to qualify a department head as a permanent *holder of* post includes:

1. A minimum of 45 days successful performance of duty on post.
2. A statement from the D of P taken from pc graphs of the Auditor quality and ability of the person being appointed.
3. The appointee's own graph and IQ.
4. A summary of his Scientology career.
5. A security check sheet on the person.
6. An E-Meter assessment, particularly on Help and Control.
7. His exam results for permanent Staff Member.
8. Report on Hat Check of post by HCO Sec.
9. *SOP Goals procedure fully flattened.*

No new executive, not approved by myself on the above basis, may draw the salary of his executive post, but only the salary formerly drawn on a non-executive post until my approval is received by the Assn Sec, effective on receipt of the letter.

No executive may continue as an executive on permanent status, unless approved by myself, *an or after 1 August 1961*, and if not approved will revert to pay as a leading auditor oven while retaining post.

For the purpose of this Policy Letter the following posts are defined as Executive Posts:

In HASI..

Association (or Organization) Secretary
PE Director
Director of Training
Director of Processing
Director of Promotion and Registration
Chief Registrar (Body)
Letter Registrar
Director of Material
Director of Accounts.

In HCO:

HCO Continental Secretary
HCO Area Secretary.

All persons permanently so appointed by myself shall be given a small certificate to that effect.

The assembly of the materials required, 1 to 9 above, is safely the responsibility of the person being appointed.

Temporary Executive Appointments to be Passed by HCO

The HCO Continental Secretary must pass upon any temporary appointment of an executive, before the person is given post. This *does not mean such temporary appointment may receive the pay of the post.*

The authorization to appoint a temporary executive may be refused only on the following grounds:

1. Past unsuccessful experience with the appointee on that post.
2. Graph points lower than centre.
3. IQ less than 120.
4. Security check *not* passed.
5. Control and help buttons get *very bad* reaction on E-Meter.
6. Examination of staff profiles and longevity show other persons better qualified for post.

If no person can be found who qualifies for the temporary executive post, it may not be filled.

In event of abuse or confusion of this section the Assn. Secretary may stop any action in progress and send full details to me for decision.

Temporary and Permanent Defined

A **Temporary** Executive fills the post on a temporary basis, using the word Temporary in the post title. He or she does not draw the executive post's units, but draws former units or the units of a leading auditor, whichever is higher. He or she may be removed from post with or without cause by the Assn Sec at any time, or a qualified HCO Sec during the time that HCO Sec is handling a State of Emergency.

A Permanent Executive uses the full title of and draws the full units of a post.

He or she may be transferred to a similar post by the Assn Sec, or by the HCO Sec who is handling a state of emergency that applies to that department. He or she may be suspended for no longer than two weeks in any three months from post without pay, to be processed in event of a consistent failure in that department. He or she may be removed from post only by myself after due investigation, and reports are received by me.

Appointment to Staff Posts

No appointment may be made to any post on staff until the following procedure has been followed.

An application form (green ink on pink since it belongs to Accounts and affects pay) is made available at the office of the Assn Sec's Secretary.

People desiring employment are directed by Reception to the Assn Sec's Secretary (or a small stock of forms may be left with Reception).

The application form is self-directing. The person fills in his own various qualifications and vital statistics. It then sends the person directly to Test in Charge to be given a test or (as is more likely) to receive the test from his files. The person then goes to the HCO Sec. The HCO Sec marks the application form in spaces to review *the* test, makes a brief security check and marks in that result and then states either (a) The person is employable on staff or (b) This person cannot be employed on staff until processed or (c) This person cannot be employed.

If the results are (b) or (c) the person is so told at once. If the results are (a) the person is sent to the Assn Sec (or his Secretary) for interview and results of interview are marked. The person is then told when to come to work or that he or she will be informed if there is an opening.

If the person is employed (now or later), the application has the units or pay marked on it by the Assn Sec's Sec and is sent to the Accts Dept, when employment is begun.

The Accounts Dept makes a folder for the person in the creditor file.

Accounts may not pay out a cheque until the form is in the Accounts Dept, and is initialled OK, throughout.

The routing of the form is written on the left margin in each case.

Important: After August 1, 1961 the Accounts Dept may not pay out pay even to old staff unless an application form is in the Accounts file.

Termination of Employment

When employment is terminated, the person terminating, to receive his or her final pay, must be routed on a similar form,

The form is obtained from the Assn Sec's Sec, who is custodian of all forms, by the Dept Head of the leaving person's department or by the Assn Sec.

The form is self-routing on the left-hand margin. It is green ink on pink paper.

The form is headed:

Termination Form
Without this form you cannot receive your final pay
or any recommendation to future employers.

The leaving person fills in name and date and writes his given reason for leaving.

He gives the form to Dept Head for his or her remarks.

The leaving person then reports to HCO and gets checked out for ARC breaks and withholds, and may be ordered to processing *at Organization expense, but not longer than 12Y2hours, preferably 5 hours.*

If the leaving person then changes his or her mind about leaving the form is destroyed by the Dept Head.

The person reports again to Dept Head for the form to be continued, or destroyed in event of person staying, and then takes the form to Director of Material to turn in his supplies and any equipment, and get an initial. This includes E-Meter *and* any such and in the case of a Dept Head or an Assn Sec may require a full inventory by a paid company if the amount is great.

The person now goes to Accounts with the form and receives with the form his or her final pay.

Accounts, while keeping the *creditor* folder of the person in a "dead file" at the back of creditors file, until the year's storage of files is made, places the person's original application for employment and the termination form (stapled, termination at the back) into Comm lines to the Assn Sec's Sec who files.

The person's final pay cheque is sent to HCO by Accounts and may not be paid directly by Accounts to the person. HCO hands over the final cheque when the person has been checked out by HCO or has received any auditing recommended,

Seeking Personnel

Dept Heads seeking personnel may procure it wherever they wish, and however they wish, but must first look in the job application file of the Assn Sec's Sec in order to save time.

To keep the file straight, the Assn Sec's Sec should divide the file into live (with 3 months) and inactive segments.

In times of expansion a mailing can be sent to the whole list. This would serve to freshen the file and the replies can be filed with the original applications. Until they lose a body, these applicant people do not get "dead filed".

Keeping this application file up prevents the randomness of Emergency Hiring and by-passes of security.

The most fruitful sources of new personnel are the PE and Academy, and permanent help wanted notices should be posted in each.

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L. RON HUBBARD

(This 28 March 1961 reissue of HCO PIL 17 February 1961
added the parts shown in *this type style.*)

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 JANUARY 1962

CenOCon

PERMANENT EXECUTIVES
(Amends HCO Pol Ltr of 17 February 1961)

The award of Permanent Executive status has hitherto been delayed by changes in the processing requirements set forth in HCO Pol Ltrs of July 22, 1961 and October 23, 1961.

Effective immediately, the award of full Permanent Executive status shall only be made to an executive who has fulfilled all the requirements as laid down in HCO Policy Letter of February 17, 1961, "Staff Post Qualifications", and who has also been checked out as stably clear by HCO.

Meanwhile, any Executive who has fulfilled all the requirements of HCO Policy Letter of February 17, 1961, *except* the processing requirements, and who is not yet stably clear, shall be awarded the status of Provisional Permanent Executive. This will entitle him/her to draw the full pay for his/her post. But he/she will not be allowed to draw permanent staff bonus units as an executive until such time as he/she is checked out by HCO as stably clear.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 MAY 1962 CenGCon
PERMANENT STAFF
(Cancels earlier directives)

When a staff member has completed a contract with the organization, has passed an examination on the Pattern of a Central Org and has received a cleaned Prepcheck on the last two pages of the Joburg and Form 6A, Saint Hill, informed of this, will issue a Permanent Staff Certificate for that staff member.

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[Cancelled by HCO P/Ls 9 August 1971, Issue IV, *Urgent-High Crime PL-Operation Staff Stability and Personal Security*, 16 September 1971, Issue 111, ~ame title, and 8 January 1972 revision of 9 August 1971, Issue IV, in the *Year Books*. I

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 JUNE 1962 CenOCon
PERMANENT STAFF PRIVILEGE

Staff Members who complete Permanent Staff requirements may receive the benefit of International Membership while they are on the staff of a Central Organization or City Office.

A N/C invoice is made out by Accounts (so that records exist) upon application by a staff member.

If a Permanent Staff Member leaves the Org voluntarily or is dismissed for a valid reason, the International Membership fee becomes payable (part of a year's membership to be worked out pro rata).

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 4 JANUARY 1966

Remimeo
All Staff Hats
A copy given to
each new person
employed

Issue V

PERSONNEL

STAFFSTATUS

(This is a Policy Letter. The basic law of this organization and its rules are found only on letters such as this one, printed as this one is, green ink on white paper and signed as this one is.)

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

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

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

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

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

0 = Temporary
1 = Provisional
2 = Permanent

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

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

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

The first three status numbers and the states follow:

TEMPORARY

A staff member who is newly hired is designated 0 (zero) status after his or her name on the organization board. The person is classed as TEMPORARY until he or she has been to Review after a few weeks on post. The TEMPORARY must obtain a slip from their immediate senior saying they are doing fine on post and present this to Review. Review may require they have a knowledge of the org board and comm lines and their own department before passing them. Review may give the person who bears a recommendation several interviews to pass the exam but after the 3rd exam is failed, must dismiss. If they have no recommending slip, Review notes their name and tells the person to get one from their senior and come back. Review keeps a close record of all persons calling on it. Review, when a recommendation slip is presented, then may examine the person concerning the org board, etc, as per current "provisional" check sheet.

If the TEMPORARY is recommended *and* passes, Review assigns the person a

PROVISIONAL Staff Status and advises Org Board and Personnel Files by sending them chits attesting the fact. The staff member also gets a copy.

While **TEMPORARY** a staff member may be dismissed with or without cause by his immediate superior or by Review or a Secretary or anyone senior to a Secretary.

If Review does not pass the Temporary, Review dismisses the person. However, if the person is to be dismissed, Review must inform the person what he must do to make himself more employable, get the person on a PE Course and processed, etc.

When Review tells a Temporary he or she did not pass or is dismissed, Review also informs Dept 1, Personnel Officer.

Any Temporary, dismissed, may apply again to the Personnel Officer for employment in another section or department of the org. Pay ceases while under dismissal. Therefore when Review dismisses a **TEMPORARY, Review-**

1. Tells the person he has not passed and no more chances will be given.
2. Tells the person how to become more employable.
3. Puts the person in the files for possible future employment if the conditions are met (2 above).
4. Informs Dept 1. Dept 1, being advised of a dismissal:

(1 a) Informs Accounts at once.

(2a) Makes a note of it in the person's file noting also Accounts is informed.

(3a) Notifies the person's immediate superior whether the superior is otherwise informed or not.

If a Temporary dismissed is upset about it, he or she is sent to the Chaplain.

The Chaplain, on any dismissed person coming to him should ascertain if the above lines were followed properly, that no ethics policy or order was violated by superiors or org officers and that the person follows the advice to become more employable if the dismissal is in good order. If the Chaplain finds a gross irregularity in a dismissal he should bring the person to Ethics.

TEMPORARY is designated as 0 status on the org board.

Every quarter the HCO Exec Sec of an org must dismiss all persons who have Temporary Status and have not become Provisionals. Such persons are sent to Review for dismissal.

PROVISIONAL

A staff member given a **PROVISIONAL** rating may have recourse to Ethics and have an Ethics hearing if dismissed. He may be transferred to other divisions without a hearing if his division is over-manned.

A person, after one year, may apply for permanent status.

A **PROVISIONAL** is designated as "I" on the org board after his or her name.

To obtain permanent status a **PROVISIONAL** must obtain his or her Basic Staff Certificate. This has a check sheet for which the HCO EXEC SEC is responsible for compiling. This is covered in earlier Policy Letters.

The certificate is examined for by Review and issued by Certs and Awards. The requirements are relatively elementary but are quite firm.

Ethics chits issued while the person was employed are taken into consideration.

The Secretary of the person's division must recommend permanent status in writing to Review before an exam may be given.

PERMANENT

A PERMANENT STAFF MEMBER may not be demoted, transferred or dismissed without a full Committee of Evidence being held. The person may himself request a change of status or another post or may resign without a Committee of Evidence being convened. (The Evidence and findings of a Committee of Evidence are taken by a Committee composed of one's co-workers and to be valid and put into effect must be passed by LRH personally.)

No person may be paid as permanent or posted until the person's name appears in a SEC ED. LRH Executive Director may not at his own discretion wish to make the permanent award and if not included in a See Ed it is not awarded.

PERMANENT status is then designated on the Org Board by the numeral "2" after a person's name.

Certs and Awards issues the Permanent Certificate, but only after a SEC ED so declaring has been issued.

Review, passing a person for permanent must advise Dept I Personnel, and the AdCouncil to prepare a SEC ED for LRH Exec Dir issue.

The SEC ED advises Accounts and Org Board, and no pay may be changed or the permanent status posted until the SEC ED is issued.

A person failing to get a permanent status remains provisional.

A person with PERMANENT status gets longevity pay according to the number of years employed, at so much for each year. This is backdated to first employment.

HIGHER STATUS

The higher status numbers are given to staff members as earned by passing check sheets. Gaining a higher status does not mean promotion but eligibility for promotion, said eligibility being in plain view on the org board with higher status number.

No one may have a higher status than 2 after his or her name on any org board without meeting all requirements up to the new status sought, and passing the check sheet for each status in sequence. Items already passed are credited on any future check sheet where the items occur on the check sheet and have been passed.

The HCO Exec See WW is responsible for all check sheets for staff status and the use and following of this Policy Letter via HCO Exec Sees in orgs.

Staff quotas for Divisions and Sections are set by the Advisory Council.

No hiring, promotions, assignment of status or appointments are made except as made above.

L. RON HUBBARD

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[Modified by HCO P/L 5 January 1969, Staff Status Two, Volume I-page 136, Volume 5-page 255, Volume 7-page 503.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 JULY 1966
AMENDED 19 MARCH 1968

STAFFSTATUS

(Corrects all earlier Sec Eds and Pol Ltrs)

The intentions of the staff status system and the conduct of it require a clarification as follows:

TEMPORARY

I After two weeks' employment, if a newly hired staff member can obtain a written recommendation from his immediate superior, he can report to the Staff Training Officer in the Qualifications Division, give him the recommendation and receive the training materials for provisional. He can then study these and get checked out on them by the Staff Training Officer and if passed, get his Staff Status One, Provisional.

STATUS ONE PROVISIONAL

2. When the Provisional Staff Member has his Staff Status One, he can receive the materials for Staff Status Two from the Staff Training Officer and begin to study and pass them by check outs from day to day. When he has passed them all, he is given a written examination and, passing this, he obtains his Staff Status Two.

STAFF STATUS TWO

3. When a staff member has his Staff Status Two he can apply for the materials for Staff Status Three, executive rating, and so on up the Staff Status levels,

Obtaining an executive Staff Status does not ensure the appointment as an executive but makes one eligible for such appointment.

The one year service between One and Two is abolished.

Only a Staff Status Two is now eligible for contract.

Staff Status Two, if on contract, is entitled to free processing up to Grade V, a 50% discount on training and further processing and uniforms. No lower status has these privileges. This is true for all Orgs, SH, WW and AO.

A Temporary Status staff member may be dismissed, transferred or demoted without any Ethics action. Any person still a temporary status after 3 months on staff will be let go.

A Staff Status One must have been given an Ethics Hearing and found guilty of a misdemeanor or more in order to be dismissed but may be transferred without a hearing.

A Staff Status Two must be given a Committee of Evidence and found guilty beyond reasonable doubt to be dismissed and an Ethics Hearing to be demoted or transferred.

A deputy or acting appointment may be demoted without Ethics action, but only to the last permanent grade.

Staff Members may request transfer or demotion without Ethics action.

PENALTY

If a Staff Member breaks his Contract, leaving employ or going to a higher Org

with Contract incomplete, he is then liable for FULL PAYMENT of all courses and processing he has received at FULL RATE (not just 50%), and owes for all transport or expenses he may have been paid.

SECURITY CHECKS

Security Checks should be given any new staff on a meter.

When a theft or insecurity has occurred staff should consent to such a check and such a consent is contained in the hiring Contract.

CHECK OUTS

Any staff member receiving a check out from the Staff Training Officer and flunking is told to go off and study some more. The item being checked out is marked with a date and initial at the point just about where the flunk occurred and if the staff member comes for re-examination within one week, the item being checked out is simply checked from the last mark on. But if more than one week elapses the whole item must be examined again.

A staff member is only sent to STAFF REVIEW OFFICER for remedies if his flunks have been continual and he is not making progress at all.

A log, loose leaf, containing the names of a staff member per page is kept by the Staff Training Officer.

The Staff Training Officer may not hold any additional post than Staff Review Officer and if so check outs must consistently be at one period of the day and review another. If traffic is too heavy not even this additional hat may be worn. If Staff Review Officer is singly held the holder may also audit staff, and do assists.

ORGBOARD

The Org Board must reflect the status of a staff member.

UPPER STATUS GRADES

Grades Three and above are given check sheets by the Guardian WW.

EVENING STUDY

Staff members should study in their own time not on the job. But they may be examined or reviewed while on the job.

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L. RON HUBBARD
Founder

[Note: The 19 March 1968 amendment added the last sentence in paragraph 8, and also the section headed "Penalty"; and under "Security Check" added and such a consent is contained in the hiring Contract and changed No Security Check should be given any new staff on a meter except investigatory personnel to the above.]

ADDENDUM per HCO POLICY LETTER OF 22 AUGUST 1966 Issue III

Only a staff member with Staff Status Two is eligible for contract. Thus, before a Class VI may start his actual Internship period, he must come on staff and wIdle working in the org, study for and attain Staff Status Two, at which time he will be eligible for both Internship (provided of course he meets the other requirements for Internship) and staff discounts.

LRH:lb-r.rd

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 JANUARY 1969

Remirneo
Guardian Hat
RAP

STAFF STATUS TWO

(Modifies **HCO Policy** Letter 4 January 1966,
"Personnel, Staff Status")

Staff Status Two, which precedes staff signing a contract, may be awarded by a duly appointed Asst Guardian and the ED awarding such may be okayed by the LRH Comm provided application for such is accompanied by full CSW which demonstrates conclusively that the applicant is fully qualified as per policy for Staff Status Two.

Any violation of this policy which results in an improper award of Staff Status Two being made will be considered as a False Report and will result in the assignment of a Condition of Doubt.

Mary Sue Hubbard The Guardian WW for L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 MAY 1967

Remirneo Dir RAP Hat HCO Area Sec Hat Execs Hat

VOLUNTARY STAFF

It has long been known that when voluntary staff are permitted to hold full time Org posts, considerable Dev-T ensues. This is mainly due to unfamiliarity with Org lines, discipline and policy.

When there is no known continuity of employment such as exists under contract, it becomes impossible to train a staff member or keep accurate records of personnel.

This latter factor lays Orgs open to great security risk, and further can camouflage holes. An instance of this occurred when a C.F. Section was without any personnel and yet rose to affluence on the graphs!

It was found that the Dir Reg had been hurrying around collecting volunteers daily to man C.F.

Because the statistics went up, not much notice was taken of the wild calls for help from the Dept of Reg. When personnel were finally put into the vacant posts, the C.F. statistics slumped, while the new full time staff frantically sorted out the mis-filing done by the well intentioned. but untrained volunteers.

Thus the following policy is mandatory:

1. The proper line for hiring staff is through the regular channel of Personnel Procurement.
2. Volunteers may only be put on a full time post, 'in training expecting to be hired'.

This includes staff for Advanced Courses.

Executive Council WW Mary Sue Hubbard The
Guardian WW for L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 JULY 1968

Remirneo

ETHICS

ORG SUPPRESSION OF

While there are many ways undoubtedly to suppress an org, the most covert, most practised and least noticed is as follows:

TRANSFERRING PERSONNEL ON POSTS OBSESSIVELY.

This makes it all but impossible to train anyone on a post.

It makes a complete confusion in a staff member as he can't orient himself either on his own post or identify others with their posts.

It also makes it hard to detect just who is goofing up as no one is on post long enough for anything to be noticed except general confusion. It thus obscures ineffective personnel.

It makes an org into a game of musical chairs in which stats cannot rise.

As the effect is so insidious, personnel may not be hired, dismissed, transferred, demoted or promoted without the full approval of the Executive Council after recommendation by Personnel Div I and clearance by the Ethics Officer and a review of stats or personal life by I & R.

Therefore, any acquirement or movement of personnel has these steps:

1. Recommendation by Personnel (attested by Pers Officer)
2. Clearance by Ethics (attested by E/0)
3. Review of stats on past posts or in life by I & R (attested by I & R)
4. Majority vote by the EC of the org with publication in the Orders of the Day.

THIS SYSTEM MAY NOT DELAY A PERSONNEL ACQUISITION OR CHANGE MORE THAN ONE WEEK at the penalty of non-existence for the party (I to 4) stale dating the action.

Obsessive transferring on a by-pass of this system so as to adversely affect org stats, if established by Comm Ev, carries with it the Condition of Enemy.

Org stability on post is desirable.

L. RON HUBBARD

Founder

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[Modified by HCO P/L 21 July 1972, Issue IV, *Staff Qualification Requirements for Hiring Cancelled*, re: Approvals for Hiring.]

HUBBARD COMMUNICATIONS OFFICE
LONDON

Copies to:
Executives
Bulletin Board
Wash D.C.

HASI POLICY LETTER OF 9 APRIL 1957

DISMISSALS AND POST CHANGES

It shall hereafter be the policy of the HASI to post all reasons attached to any dismissal or change on post for the following reasons:

1. To prevent unfair dismissals.
2. To prevent the occurrence of an unknown area in the past of the organization.

LRH:rs.rd
9.4.57

L. RON HUBBARD

FOUNDING CHURCH POLICY LETTER
9 MAY 1957

EMPLOYING & DISCHARGING OF PERSONNEL

Personnel for the Founding Church may now be employed only in the following ways:

To fill a newly created post:

1. By the Executive Director; or
2. By the Organization Secretary after a majority vote of the staff meeting.

To replace anyone no longer on post but the post provided for in pay schedule:

1. By the Executive Director or the Treasurer; or
2. By the Organization Secretary; or
3. By the unanimous vote of the Advisory Council with the approval of the Executive Director.

Hiring check sheet shall be as follows: Hired on what post, at what date, at what pay, signed by the Organization Secretary; acceptance of new employee's Social Security Number, and his or her presence on staff signed by the Accountant; reported on the job at what time and what date by the Department head under which he or she will work. The check sheet is returned to the Accounting Department when complete. No pay will be paid if no completed check sheet is to hand in Accounting.

To dismiss any employee or to reduce in pay or grade any employee, the following steps can be taken:

1. Dismissal or reduction directly by the Executive Director (part-time, temporary, permanent and honorary).
2. Dismissal or reduction by the Organization Secretary, posting and informing staff of cause in writing (part-time and temporary).
3. Dismissal or reduction by a unanimous vote of the Advisory Council and not being vetoed by the Executive Director or the Organization Secretary (permanent).
4. Dismissal or reduction by a majority vote of a properly constituted staff meeting (one attended by a majority of staff and on a regular meeting day), and not vetoed by the Executive Director or the Organization Secretary.

A dismissal or reduction is sent in writing to the person giving the day and hour of the dismissal or reduction by the Organization Secretary, and the fact and cause is posted on the general board by the Organization Secretary or the Executive Director.

LRH:rnd.rd
May 9, 1957

L. RON HUBBARD President,
Founding Church of Scientology
of Washington, D.C.

(This P/L was originally issued from London on 9 April 1957. It was amended for FCDC issue by changing Agent for Great Britain to Executive Director, and Association Secretary to Organization Secretary.)

THE FOUNDING CHURCH OF SCIENTOLOGY
1812 19th Street N.W., Washington, D.C.

HASI POLICY LET-TER OF 26 SEPTEMBER 1957

FILLING POSTS

Staff posts are not to be filled conditionally or temporarily. This applies in particular to Department Head posts, Instructors and Staff Auditors. If a person is going to leave soon, he is to be put on a post that is easily vacated or none at all.

Temporary ideas of being with HASI rank with bad auditing in making a person ineligible for appointment to any post. It takes time and money to train a person up to a post. The whole organization becomes enturbulated when posts are rapidly changed.

Henceforth, continuance on post, like ability to do its duties, ranks in primary importance in HASI employment. Discipline where it is necessary should be done by changing pay units, not firing. Appoint permanently or leave the post unfilled.

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L. RON HUBBARD

THE FOUNDING CHURCH OF SCIENTOLOGY
1812 19th Street N.W., Washington, D.C.

HASI POLICY LETTER OF 19 JUNE 1958

*I to each hat
Field Offices*

FREELoadERS

Any staff member may leave the staff at any time.

If a staff member does leave a *TECHNICAL POST WITHOUT GOOD AND SUFFICIENT REASON* in the first year of his employment, he is charged 250 guineas for his training, providing he has not been dismissed.

The Association Secretary has the right to dismiss people by reason of the APA and IQ standards as per HCO Policy Letter of May 1, 1958.

The reason for this directive is the fact that the organization in Washington and London has been occasionally victimized by persons giving their services to the organization for the sole purpose of acquiring training. The expense of this training is such as to make these services useful only after a few months have been spent on staff. Washington and London have absorbed this expense on occasion only to have such a person quit and avail himself of his staff background to acquire preclears in the field. Training is acquired in courses and it is only right that a course fee be charged where tl-ds trick is pulled.

L. RON HUBBARD
President

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NOT HCO POLICY LETTER ORIGINAL COLOUR FLASH
NOT GREEN ON WHITE
HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 27 APRIL 1960

Sthil

SECURITY OF EMPLOYMENT

No staff member need have any fears for his job if the following conditions are factual:

1. Doing his work
2. On post at the proper hours
3. Observing Sthil regulations.

People who do not do their work are the only ones ever dismissed. This is the stable datum on which I operate. People who do their work need very little supervision and have rights. People who don't do their work don't have rights as they need too much supervision from the rest of us, they slow us down. Therefore I usually can be counted upon to eventually sack people who consistently don't do their work. I can be counted upon to defend and retain in employ anyone who does his job. I pay no attention to rumours or gossip. If a person's department or area is running well, that person has my full support. The philosophy is too starkly simple to be believed by some people. But having run businesses, companies and groups now for a third of a century, I have found that other philosophies about work aren't effective. Thus I support the personnel who do their jobs and protect them from personnel who overburden us all. In fact, the world supports me only so long as I do my job and so I just pass the same idea along in governing staffs.

The term "on post" should have some attention. "On post" means activity in the area of one's job during the appointed hours. "Off post" means getting into other people's areas and hair. People who drift about into the areas of other people and waste the time of others are "off-post". A person off post during the appointed hours is obviously not only not doing a job but causing others to carry his work and is making somebody else look bad as well.

Those who are part of Earths people today are all part of an economic machine, whether we like it or not. No matter how we may dislike the fact, we live so long as our share of the machinery runs. Maybe it will all be different some day. Just now it isn't. Those of us who work, get along all right. Those who don't, don't.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. 1

HCO POLICY LETTER OF 28 JULY 1960
Re-issued from Sthil

CenOCon

HIRING AND DISMISSING
(Cancels previous directives)

When appointments are made to any post in HASI (FQ or HCO, the appointment is only provisional until approved and confirmed by the Executive Director. The appointment is not finally valid until so approved.

As a general rule, personnel should not be dismissed unless the dismissal is okayed by the Executive Director. If the reason for the dismissal is considered urgent or necessary for security reasons, a cable should be sent.

Peter Hemery HCO Sec WW for L. RON HUBBARD

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[Cancelled by HCO P/Ls 9 August 1971, Issue IV, *Urgent-High Crime PL-Operation Staff Stability and Personal Security*, 16 September 1971, Issue III, same title, and 8 January 1972 revision of 9 August 1971, Issue IV, in the Year Books. I

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 NOVEMBER 1960

S.A. only
Info All Orgs

STAFF TRANSFERS OR DISMISSALS

No staff member may be transferred from post or dismissed without all facts being presented to me.

All such data must be presented before the fact of transfer or dismissals.

Any staff member or ex-staff member has the right of appeal to me.

In cases of bad insubordination or other acts by a staff member that may tend toward his or her dismissal, the following procedure must be followed ~

The staff member must be given a warning by an executive. This may be done without any hearing.

If at the end of one week, the condition has not improved or has been repeated, a hearing may be scheduled. The hearing must be in my presence. I may refuse to hear the matter, at which time it becomes nul and void as an issue. If the hearing is held and the findings are unfavourable to the staff member, he may then only be suspended until any stipulated auditing conditions are fulfilled. Suspension is without pay.

If the staff member refuses to fulfill the stipulations of the suspension in a reasonable time, he or she may only then be dismissed.

Persons found to be preventing a fair hearing or denying me information concerning ineffectiveness or abuses, may be warned, suspended or dismissed as above.

Persons found to be circulating false accusations against other staff members which imperil their employment, may be warned, suspended or dismissed as above.

In the absence of justice there is no progress and there is no team.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 APRIL 1965

Remimeo All Staff Sthl Staff Post Bulletin Bd All new Staff Members HATS

DISMISSALS, TRANSFERS AND DEMOTIONS

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

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

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

A Committee of Evidence is convened by the Office of LRH through the HCO Secretary and is composed of 5 other staff members like yourself. Its purpose is entirely to obtain evidence and recommend action which the Office of LRH then modifies or orders. No other Justice actions or punishments exist in this org than those found in Justice pamphlets or Letters.

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

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

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

L. RON HUBBARD

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[Amended by HCO P/L 12 July 1971, Issue 111, *Appointment of HCO Area Secretaries*, in the 1971 Year Book.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 OCTOBER 1965

Gen Non-Remirneo

LOW STATISTICS

Personnel Control Officer is to be advised by Secretaries or LRH Communicator for Div VII, of unsatisfactory Personnel.

Personnel Control then looks into the matter, finds out what they were doing, and what they can do and either recommends a change of post, or recommends sending to Staff Review Officer.

If sent to Staff Review Officer, Staff Review Officer will make recommendations to help them improve their condition and route them to proper placements outside the org.

It should be noted that failure to produce a satisfactory statistic is violation of the staff contract.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 JULY 1966

Sthil Only
All Staff

DISMISSAL OF STAFF

When a Staff Member is dismissed, he or she must be given:

1. One week's notice if employed continuously for more than one week, and up to one year; or given one week's pay in lieu of notice.
2. Two weeke notice if employed continuously for 2 years or more; or given two weeks' pay in lieu of notice.
3. Four weeks' notice if employed continuously for 5 years or more; or given four weeks' pay in lieu of notice.

L. RON HUBBARD

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HUB13ARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 MARCH 1968

Remimeo

POST CHANGES

(**Reissued** and Amended from Flag Order 515)

Before a post may be changed, or a person removed from it and another appointed to it, there must be a Board of Investigation to determine-

Record and fitness of the person being removed or transferred.

Reasons for transfer.

Record and fitness of the person being appointed.

Reasons for appointment.

If the post is not in present time or is backlogged, the person being removed may be called upon to bring it up to present time.

The hat of the post must be modernized by the Board and the person being removed or transferred.

Any losses or damage to the material of the post must be explained and, if the Board requires it, made good by the person being removed or transferred.

Even if a post change is an emergency measure, the Board must still be held.

The Boards are appointed by the local LRH Comm and the findings are sent to LRH Communicator WW.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 JUNE 1969
Issue II

kemimeo

PERSONNEL

Hereafter no staff may be hired, transferred, promoted, demoted or dismissed without these three things:

- A. Action passed upon by the Executive Council.
- 13. Any form to hire, transfer, promote, demote, or dismiss personnel must have data on the person and the recommendation of the Personnel Officer under whom it comes in Dept 1.
- C. Any such form must have the Ethics record of the person in brief and the recommendation of the Ethics Officer.

B & C are done before the form goes to the EC.

Use of this policy to prevent an org from expanding is actionable.

The form must not be slow. The line must be very fast.

The EC must convene in extra sessions on such cases.

The form is filed in the Ethics files under the person's name as are all personnel files hereafter.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 SEPTEMBER 1965

Remimeo

HCO Division
Dept of Inspection and Reports
Dept of Routing, Appearances and Personnel

INSPECTION OFFICER

The duty of the Inspection Officer is to inspect the status of various projects and orders and to report this to the Secretary of the Division concerned.

The Inspection Officer does not issue orders or instructions to staff.

In reporting the status of projects and orders the Inspection Officer does not send a carbon to the personnel concerned but sends a carbon of his report to the Secretary concerned.

These reports are forwarded through the Director of Inspection and Reports, the HCO Area Sec and the HCO Exec Sec, then to the Secretary concerned.

Copies of all Inspections made are filed by the Inspection Officer in the Org Personnel File of the personnel concerned.

Therefore all Inspection Reports are in triplicate, Original and one copy on the route noted above, one copy to the Org Personnel File of the person concerned.

All Ethics chits originated because of non-compliance and alter-is on projects or orders are filed by the Secretary concerned, not by the Inspection Officer.

THE ORG PERSONNEL FILES

The Personnel Officer in the Dept of Routing, Appearances and Personnel keeps the Org Personnel Files.

These consist of a file by Division and Department with the personnel in separate folders filed alphabetically in their Department. The HCO Exec Sec and Org Exec Sec are filed in the Executive Division by their offices. Secretaries are filed as the Division Personnel name.

Nothing is filed nebulously by Division, Department or Section only but by a person's name in that portion. Example: A report concerning the "Organization Division" is filed in the folder of the actual name of the Org Sec. A report concerning the "Dept of Tech Services" is filed under the actual name of the Director of Tech Services.

When Personnel are transferred their whole folder is shifted to the new post. On a dismissal the file is closed out and filed under Past Personnel by alphabetical name.

The Personnel Officer puts a separate copy of any SEC ED, Admin Letter or Ethics Order into the folder of every person it mentions and when a Division, Dept or Section is nebulously mentioned (no actual name, only the Division, Dept or Section) a copy of it goes into the files of the personnel in it.

To do this, extra SEC ED copies are run off by Secretarial Executive Director or by mimeo.

The name on the directive is ringed with a pen before it is filed in a person's file.

Inspection Reports are filed as above.

As each new person is hired, a folder is made by the Personnel Officer and put into the Org Personnel files.

Copies of all Contracts, Agreements or legal papers connected with the person are filed in the Org Personnel Files. The originals are kept in Val Doc.

At Saint Hill such a file is kept for every organization in the world. It is kept as above but is of course much thinner.

All Leadership Surveys, HCO Exec Letters answered by the person are filed in his file at Saint Hill as well as any correspondence from the Comm Member System and its reply.

Continental Orgs keep a skeletal file of the other orgs in their Continental Area.

All org board copies of other orgs are kept by a senior org in the Org Personnel Files at the head of the file for that org.

Orgs other than Saint Hill and Continental orgs have for their outer org file only the org board copies of their senior orgs when issued.

The Org Personnel File is used for purposes of promotion and any needful reorganization and so should contain anything that throws light on the efficiency, inefficiency or character of personnel.

The Org Personnel File is consulted by Ethics (see HCO Pol Ltr I September 65 Ethics Protection) to determine whether or not a personnel's statistics are up or down, so that it can monitor its own actions accordingly and not bother personnel with up statistics, handle medium statistic personnel routinely and come down hard on down statistic personnel.

Copies of the Divisional Ad Comm reports, the Ad Council reports and occasional spare OIC graphs that show a number of weeks are also filed in the Org Personnel Files to help Ethics decide who or what to investigate when receiving bad reports.

Ethics has its own files. HCO also has a Valuable Document file kept under lock and other files. The Org Personnel File does not abolish any of these for it is purely a personnel matter to aid in appointments, assignments and promotion and Ethics actions against personnel.

Great care should be taken by the Personnel Officer to see that anything creditable or discreditable about any personnel is filed under that person's name in the Org Personnel Files.

L. RON HUBBARD

LRH:ml.rd

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HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

Remitneo
HCO ES Hat
HCO AS Hat
Dir RAP Hat
PCO Hat

HCO POLICY LETTER OF 8 DECEMBER 1968

Issue 11

DEPARTMENT ONE ADMIN-SERVICE RECORDS

Department One is hereafter to keep its own administrative Service Record for each staff member.

These are uniform throughout Scientology and are already kept in the Sea Org. They are solely for the purposes of Personnel Assignment data.

The Service Record is kept on light-cardboard weight paper, in a two-holed loose leaf book. The Service Records of staff who have left may be kept in the back of the book or sent on to the org they have gone to.

Once the Background section has been filled out (which is done in Dept One when the person first comes on staff) there are only 7 things which need to be logged in the Service Record:

- I. Change of post (include date and whether demoted or promoted)
2. Enemy or Treason Declare (date, by whom and reason)
3. Completion of Training level or Staff Status (date)
4. Attainment of Pc Grade (date)
5. Signed a contract (date, length, org)
6. Departure from org staff (date, where to)
7. Assignment of Power condition (date)

NONE of the above is more than a one-line entry.

The Service Record is typed. The book is kept in PT DAILY by the person assigned to it, by reference to the published orders of the day, plus information from Tech on completions. Even in a large org this is no more than an hour or so of work. But it must be done as an invariable routine, as regular as brushing teeth, otherwise it becomes a mad scramble once a week or when someone's record is demanded.

The Service Record does not stay in the org, it follows the person himself when he goes. HCO is responsible for sending it on to the next org, keeping a photocopy on hand. *Be sure to keep the photocopy.*

For purposes of more thorough investigation Ethics files are consulted and the Service Record in no way replaces these.

A Service Record is numbered as follows: Abbreviation of org + number (start from 0001). If the person changes to another org it is numbered again by that org in the same fashion. Numbering might eventually look like this:

SERVICE RECORD

Number:

NY 0098
SH 0206
WW 0295
S.O.0401

This would be over a period of months or years.

The reason for putting this system in is that in the face of a tremendous expansion of our activities we require a simple and readable method of seeing what someone is all about. It is senseless to try to build up this knowledge anew each time, or for the Execs to have to carry it all around in their head,

Later on, dealing with staff members who have been actively in Scientology for decades, the Service Record will still be a handleable bit of admin.

The dimensions of the Service Record are 8 x 14 inches. Example of the format is attached as part of this HCO P/L.

LRH:ei.rd
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N. Jessup
Cs- I
for
L. RON HUBBARD
Founder

Number:

SCIENTOLOGY STAFF RECORD

Date:

NAME	NATIONALITY- SEX
ADDRESS	DATE OF BIRTH
	NEXT OF KIN

MARRIED/SINGLE/DIVORCED/SEPARATED AGES OF CHILDREN

BACKGROUND

Training and education

Past jobs held (Date and length of time)

Special skills: Can type- Languages
Others

Government or Political Groups ever affiliated with

Religious groups ever affiliated with

Ever affiliated to a suppressive group (dates)

Drug history if any (dates)

When did you contact Scientology and Dianetics	Through whom
Any physical defects or handicap	
Psychiatric or Institutional History (dates)	

Results of tests (if taken) Leadership-	3udgment
Social/Anti-Social- IQ- Other	

Attested that the above is true and complete (full signature)

SERVICE RECORD

1. STAFF TRAINING (fill in date achieved): SSI- SSII- OEC
MINISTERS
2. *TECHTRAINING*: HRS-HTS-HCS-HPA-HVA-HSSVI
HGA VII-VIII
3. *GRADESATTAINFD*~ 0-I-II-III-IV-VVA
V I- CLEAR- OTI- OTII- OTIII---QTIV- OTV
OTVI OTVII-OTVIII-----

Date

HUBBARD COMMUNICATIONS OFFICE
LONDON
(Issued at Washington)

HCO POLICY LETTER OF 24 JUNE 1957

NEW POST HAT MATERIAL

When a new post is created, the person on this post will receive a copy of past HCO and Founding Church (HASI) Policy Letters. Those policy letters applicable to their hat should go in their hat folder, others in their general bulletin folder.

L. RON HUBBARD

LRH:md.rs.rd

HUBBARD COMMUNICATIONS OFFICE
WASHINGTON, D.C.

HCO POLICY LETTER OF 27 FEBRUARY 1959

DUTY OF AREA SEC RE PERSONNEL

The Area See provides and puts hats on Central Org Personnel and is responsible to see that their hats are provided, are put on (repeatedly if necessary), and are changed or turned in when personnel changes.

The Assoc See or Org See procures persons, puts them bodily on post, puts the person's hands on the equipment or most of the job, handles pay, supervises the actual conduct of the work (gets the work done), sees that the proper hours are kept, etc, and changes, transfers or dismisses the personnel.

These two functions are distinctly different and must not overlap.

L. RON HUBBARD

LRH:iwh.dlf.rd

NOT HCO POLICY LETTER
ORIGINAL COLOUR FLASH
NOT GREEN ON WHITE
HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 23 SEPTEMBER 1959

HCO Secs only

CARRYING OUT INSTRUCTIONS

My DC HCO Office was much enlightened when I told them after a flap that when people question orders coming through HCO people weren't compelled to think up new and wonderful answers. The job of HCO was to make the original order stick.

In other words if by any line I require somebody to do something in an Org and they come to you and ask for more data on it, you are supposed to say "What did he say?" and then they read it back at you and you are supposed to say "Well that's what he said, now please do it." And they say "We can't do it because yap yap" and you say "Read it again" and they do and eventually they find out what it is they are ordered to do and they only find out THEN that they can do it.

You are there to make Ron's orders stick. We've already proven that when they don't the whole thing starts to go around the bend because my orders are based on years of know-how and the other fellow's changes are based on no experience.

So your first action is to know what it is I'm telling people to do and then to make those orders stick, usually by quietly and patiently getting them to understand what they are. The HASI London Arthritic Project is a good case in point. It wasn't followed very well and now there is traffic on the lines about it and if I didn't now try to straighten it up believe me it could create thousands of words of traffic because the way it is rigged now it will detract from the income of the whole Org by bad programming (jamming lines), not make income for it, which is a reverse of my intentions.

Each department in a Central Org is rigged like a clock. People who are trying to succumb do it by failing to get the gear and then doing something that louses up the machinery.

Your function is to keep the place going the way it was intended to run and not the way somebody else thinks it ought to. Example: within the past three months HCOs have got Melbourne and Auckland to handle departments exactly the way they were set up to run. They have both experienced higher income lately. The business available was the same. Only the method of handling the line was changed (except that the new Assn Sec Melbourne was willing to run it right over the staff's collective dead body if need be) and it was changed directly back to my policies and suddenly the places boomed.

Get them Hats on people and get the lines running the way they are supposed to and you'll have high income weeks almost at once.

L. RON HUBBARD

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HCO BULLETIN OF 10 FEBRUARY 1960
Re-issued from Sthil

CenO

PUTTING HATS ON

The following extract from a dispatch written to LRH by Mildred Galusha, See ED and LRH Personal See in Washington DC:

"Just want to thank you for putting Bonnie Turner on HCO Secretary post, and to tell you that in my opinion he is doing a very good job indeed.

"He is bringing some order in quarters where there wasn't much. He knows his policy and doesn't dilly dally with it.

"The way he is putting Org See on post is something to see-getting her baskets lined up, emptied, getting her lines straight, putting stuff in hat which wasn't there, getting her to know it, etc, getting her office neater, etc, it's lovely to watch. I've never seen an Org See put on post before and it's great the way he's doing it. And, I think Org See appreciates it!

"Sure hope he remains on this post. He's the one for it in my opinion."

Bonnie took over the HCO See's post at a difficult time. Marilynn Routsong had just stepped into the Org See's post at a moment's notice. It was a time when firm guidance and leadership paid pff. Both Bonnie and Marilynn are much to be commended for the way in which they have helped to hold things together in Washington.

This shows that, in an emergency or otherwise, knowing policy and following it and getting others to follow it, and generally putting hats on the staff, is one of the first duties of the HCO See in any Org-certainly the best way in which the HCO Secretary can help other staff members to do a good job. When properly done, the staff member concerned will appreciate it and be happy about it, because he knows then what his job is, and that he is doing it well.

Peter Hemery HCO Secretary WW for L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 JUNE 1961

CenOCon

TECHNICAL HAT CHECKING

VITAL POLICY FOR HCO AREA SEC

The HCO Area Secretary not only does Hat Checks routinely upon all new and all old Staff Members, but also checks all staff out on all Bulletins and Policy Letters issued for the week.

This is done by having a folder for all Bulletins and Policy Letters issued. On the back of each Bulletin or Policy Letter is written the name of each Staff Member on whom a check of the Bulletin or Policy Letter has been made, the date the check was made, and whether they passed or failed the check. When all persons, to whom the Bulletin or Policy Letter was directed, have passed a check on the Bulletin or Policy Letter, then the checking job on the Bulletin or Policy Letter can be considered finished.

The check is done simply by calling the Staff Members in and asking them one random question taken from some part of the material contained in the Bulletin or Policy Letter. If they fail to correctly answer this one question, they are flunked on the check, told to re~study it and come in again for a re-check. A Staff Member is called back as many times as it is necessary for him or her to answer all the most searching questions correctly. Choose different sentences from the text as subjects for questioning.

The HCO Area Secretary does not engage in explanations or discussions. The above is the entire procedure.

The purpose of this Bulletin and Policy Letter checking is to make all sure that Staff Members are always informed of up-to-date material, to reduce Dev-T caused by people not having read their Bulletins or Policy Letters, and to increase faster execution of directions.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 JUNE 1963

CenOCon

POLICY CHECKS

The HCO Area Secretary is, by policy, bound to check all new policies that are issued for the week.

If a Policy Letter, Sec ED, Admin Letter, Technical Bulletin or Directive comes in and it applies to your post, you can expect the Area Sec to contact you re a hat check on it.

The Technical Director and the Assoc Sec will be checked on new Technical Bulletins for the week. The Association Secretary will be checked on any new policies or re-issued policies for the week.

Staff auditors receiving routine training under the Technical Director will not be checked unless the Area Secretary is specifically up to an Org Rudiment for auditors.

Academy personnel will be checked over on any new training materials in the week they are issued.

This programme does not interfere with routine hat checks as per org rudiments. The purpose of this programme is to help ensure that staff know policy and can understand it and quickly apply it.

Issued by: Peter Hemery
HCO Sec WW
for
L. RON HUBBARD

Authorized by: L. RON HUBBARD

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HUBBARD COMMUNICATIONS
Saint Hill Manor, East Grinstead

HCO POLICY LETTER OF 2 JANU

Rernimeo
Hats Officer's Hat
Staff Training
Officer's Hat

HCO HAT SECTION

ORDERS TO STAFF

HCO has always had the duty of getting policy known and applied by staff.

Though Review Staff Training Officer now has the duty of checking them out, this does not relieve HCO of the duty of seeing that staff get checked out on Policy relative to their post and basic Org Policy.

This is now the duty of the Hats Officer in Dept of Routing, Appearances and Personnel.

When a new person comes on to a post or a person is transferred to a new post, the Hats Officer collects the old hats and issues a Time Machine Order to the person to get checked out on the vital policy covering their post.

A person who is doing a lot of Dev-T actions and is offline or off-policy in any actions should be reported to the Hats Officer as well as Ethics so that the Hats Officer can order checkouts on the appropriate Policy Letters and on Bulletins. _

The Secretaries can also order their personnel to checkouts or can notify the Hats Officer of personnel who need checkouts.

Since Dept I is responsible for the efficiency of personnel and for their knowing the Policy covering their hat, all staff is under HCO with regard to their Hat and so can be ordered to be checked out on Policy.

When a staff member is not productive even after grooving in, Personnel Control then takes over and handles the person by staff status policy.

Taken from SECED 543 SH written by Mary Sue Hubbard

Proposed by a Board of Investigation

Len Regenass

Kevin Kember

Halldora Sigurdson

Tony Dunleavy Qual Sec WW

Len Regenass HCO Area See WW

Eunice Ford HCO Exec See WW

Tony Dunleavy Org Exec Sec WW

Ken Delderfield LRH Comm WW

Joan McNocher D/Guardian WW

Mary Sue Hubbard

The Guardian WW

for

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 MAY 1970

Remirneo
Hats Officer Hat

HAT CHECKOUT SEQUENCE

In checking out Hats on staff, the Hats Officer should follow an exact sequence:

1. Check out the Org Seniors and Div heads on their hats.
2. Check out the Org divisional heads on all the hats of their immediate juniors.
3. Check out the personnel of each division.
4. Check out the hats of seniors and divisional heads on the hats of seniors and other divisional heads.
5. Check out any other personnel earlier unavailable.

The reason for the sequence is that if you check out the juniors in a division. without checking their hats out on their senior, the senior can easily issue incorrect orders to the wrong terminals. This knocks off the hats, invalidates hats in general and **IS THE REASON HATS FALL INTO DISUSE.**

There is a law on this-A SENIOR MUST KNOW THE DUTIES OF ALL **THOSE WHO COME UNDER HIS ORDERS.**

When this law is violated any efforts of the Hats Officer become invalidated and nullified.

There is another law-TO HOLD THE FORM OF THE ORG ALL THOSE ENGAGED IN CONFERENCES OR ROUTINGS MUST KNOW THE HATS OF THOSE AT THEIR OWN LEVEL OF ACTION WITH WHOM THEY ARE ASSOCIATED.

It follows of course that routing terminals must know the hats of those to whom they connect and who are connected to them on comm lines. Thus this is the last series of checkouts a Hats Officer does in a full sweep.

Hats are checked out against an org board using the above sequences.

The ideal organization would be composed of a staff who each one knew all the hats of the group.

A Hats Officer is warned that it is almost impossible to check out hats in a group that has not had a "Chinese school" drilling on that org's org board. (Chinese school is an answering chorus of responses to a teacher's questions, the teacher standing by an org board or chart with a pointer.) Where there is no Staff Training Officer this is undertaken by the Hats Officer.

Also where there is no STO, Divisional Summaries of actions are checked out by the flats Officer.

L. RON HUBBARD

Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 MAY 1968
(Reissued from Flag Order No. 785)

Volunteers and non-contracted Staff may only work in AO's. They may not work on ships in the SO.

This does not bar volunteers working in AO's becoming SO members. If they sign a contract, they can then come to SO.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 AUGUST 1968

(Reissued from Flag Order No. 1186)

Remimeo Corrects earlier P/L of same date Qualification A.

SEA ORGANIZATION

QUALIFICATIONS OF THE SO

Flag Orders I 10 1 and 1103 dated 28th July 1968, and Cancellation of Flag Order 12/8/68, concerning Qualifications for Sea Org, are all cancelled.

Herewith are the qualifications that must be established for a person to join the SO.

- A. Class III Auditor or above or old HPA.
- B. Grade IV Release or above.
- C. 3 months or more experience in a Scientology Org.
- D. Ethics clearance from local org.
- E. Ethics clearance from WW.
- F. No long term financial obligations or debts of large sums.
- G. May not enter SO while under 12 years of age may not bring children under 12 years of age.
- H. A person 12 years of age to 21 must have parents' permission in writing.
 - 1. May not enter the SO in an effort to dodge being drafted.
- J. May not use the Sea Org to solve one's marital difficulties or get away from spouse.
- K. Must be willing to sign SO contract before coming.
- L. Must settle any contract with another org.

Those who owe money inevitably have to leave the SO to pay their debts so become of no use.

Also in the SO we have as many children as we can currently cope with to train and educate.

It has been observed that those who have trained as auditors have in doing so demonstrated actual intention to help others. Those who have not had auditor training have, in many cases, demonstrated the primary intention of helping themselves and so are of little value to the Sea Org and should be on the public lines as preclears instead.

Evidence of all the above qualifications must be presented by the applicant.

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Irene Dunleavy
CS-7
for
L. RON HUBBARD
Founder

[This Policy Letter has since been cancelled by HCO P/L 21 July 1972, Issue IV, Staff Qualification Requirements for Hiring Cancelled)

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 18 AUGUST 1968
(Issued from Flag Order 1233)

Remimeo
BPI
All Ethics hats
Copies to all

SEA ORGANIZATION

SO mailing list

ETHICS CLEARANCE
An Open Letter to all Sea Org Applicants

No one is allowed to slow in any way a person desiring to join the Sea Organization, if he is qualified as per Flag Order 1186. To do so is considered Suppressive.

You do need Ethics Clearance from Ethics International but this is obtained **in** a very exact and very speedy fashion: as soon as you have requested and obtained clearance at your local org (which the Ethics Officer there is *obliged* to handle *immediately*) your E.O. then *telexes* the International Ethics Officer at Saint Hill in England. This telex is handled immediately at St Hill by International Ethics and the reply comes back Yes or No within 2 days-No should be 24 hours.

If the answer is No, International Ethics is obliged to state the reason why.

There are 8 possible reasons for negative reply:

1. Past enrolment in a Suppressive group.
2. This lifetime Suppressive Order on you.
3. Record of Institutionalization.
4. Criminal record within 5 years.
5. Broken contracts in Scientology.
6. Unpaid debts still unpaid.
7. A large, consistently poor and unchanging file.
8. Draft dodging.

THERE ARE NO OTHER REASONS FOR ETHICS DISQUALIFICATION.

Therefore, if you do not have any of these 8 you can count on receiving an OK from International Ethics within 48 hours.

IF YOU DO NOT, then telex or telegram personally, yourself, directly to CS-1 Aide c/o OTL WW, giving basic data and requesting help. You can be sure then: (1) that you will get action (2) that anybody down the line who failed to get your clearance handled is in trouble.

If there is a comm lag of more than 24 hours it means we are at sea. Stay calm-we will soon hit port for fuel and water.

The same applies in your local org-if you are slowed down in any way from getting clearance, telex or cable me directly giving the name of the Ethics Officer, the name of the HCO Area Sec, and the name of the HCO Exec Sec, if you know them. They are all in trouble if you have actually been stopped.

A negative reply to request for clearance can, if unjust, be petitioned by mail to CS- 1 Aide c/o OTL WW, Saint Hill. Give all the facts.

As you wish to join us, we will protect you.

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W/O Nate Jessup
CS- I Aide
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 27 AUGUST 1968
(Issued from Flag Order 1265)

SEA ORGANIZATION

SEA ORG INTERNES,

Any Class VI who wishes to do so may interne for the Sea Org.

The requirements are the same as for any other Sea Org applicant.

A Sea Org Interne undergoes a brief period of deck and Seamanship training prior to beginning Class VII

From Class VII he may go on to Class VIII in the Sea Org and eventually become a Tech Missionaire.

The contract is for One Billion Years.

Technically, trained Sea Org personnel are vitally needed and are granted special insignia, etc, once their Basic Seamanship is complete.

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W/O Nate Jessup
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 SEPTEMBER 1968

SEA ORG RECRUITS-TRAVEL EXPENSES

Persons *who* have been accepted to join the Sea Org and signed the Contract, pay their own travel expenses to reach the destination of where the Sea Org is located.

This is in no way intended as a stop on joining the Sea Org, but will eliminate us having to pay enormous travel expenses and puts the responsibility where it belongs.

Robin Roos CS-3 for L. RON HUBBARD Founder

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~D

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 NOVEMBER 1967

Remimeo
HCO Exec See Hat
Org Exec See Hat
HCO Area See Hat
Dept of Comms Hats

**HCO DIVISION, DEPARTMENT OF
COMMUNICATIONS**

In accordance with HCO Policy Letter of February 28, 1966 entitled, "Danger Condition Data, Why Organizations Stay Small", the following sets out the sections and units of the Department of Communications.

All Organizational Boards are to be posted in accordance with this line-up.

DEPARTMENT OF COMMUNICATIONS

Director of Communications

PUBLIC ORIENTATION SECTION

Public Orientation Officer

MAIL RECEIPT UNIT

Mail Receipt In-charge Mail Logging Clerk Mail Opening Clerk Mail Invoicing Liaison
Clerk Customs Clearance Clerk

ORIENTATION INFORMATION UNIT

Orientation Information In-charge Telephonist Bulletin Board Information Clerk Public
Orientations Promotion Clerk

RETURN ADDRESS UNIT

Return Address Clerk

OUTFLOW COMM SECTION

Outflow Comm Officer

ADDRESS UNIT

Address In-charge Address Collection Clerk Address Checking & Mail Forwarding Clerk
Plate Tabbing Clerk Plate Embossing Clerk

ADDRESSING UNIT

Addressing In-charge Envelope Addressing Clerk Special Lists & Card File Clerk
Stuffing Clerk Geographical Sorting Clerk

MAIL OUT UNIT

Mail Out In-charge Mail Out Logging Clerk Franking Machine Clerk Package Insurance
Clerk Mail Out Delivery Clerk

LETTERS OUT UNIT

Letters Out In-charge Letter Typists Letter Signature & Collection Clerk

COMM SYSTEM ESTABLISHMENT SECTION

Comm System Establishment Officer

COMM CENTER UNIT

Comm Center In-charge Comm Center Basket Clerk Comm Center Ribboning Clerk

STAFF COMM STATION UNIT

Staff Comm Station Clerk

INTERNAL COMM SYSTEMS UNIT

Internal Comm Systems. In-charge Electronic Aids Technician Inter-office Telephone System Clerk Public Address Systems Clerk

INTERNAL COMM FLOW SECTION

Internal Comm Flow Officer

COMMUNICATIONS DISTRIBUTING UNIT

Comm Distributing In-charge HCO Dispatch Courier Mail Distributing Clerk Mimeo Distributing Clerk

COMM INSPECTION UNIT

Communication Inspector Bulletin Board Clerk Letters Inspection Clerk Lost Dispatch Clerk Lost Mail & Packages Clerk Letter Policy Checking Clerk

HCO STENO UNIT

HCO Stenc, Secretarial to Executive Directive HCO Mimeo Clerk Xerox Clerk HCO Steno Files Clerk

INTRA ORG COMM SECTION

Intra Org Comm Officer

INTRA ORG COMM UNIT

Intra Org Comm In-charge Intra Org Dispatch Liaison Intra Org Dispatch Expeditior Intra Org Mail Packaging Clerk

TELEX UNIT

Telex In-charge Telex Operator Telex Distributing Clerk Telex Files Clerk

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Mary Sue Hubbard
The Guardian WW
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W.1

HCO POLICY LETTER OF 6 JULY 1959
Issue 2

Convert Sec E.D. Ceno

OUTFLOW

Outflow is holier, more moral, more remunerative and more effective than inflow. The order of priority of staff action follows for any department or staff member: 1. Outflow to general public using any comm particle or body, 2. Inflow of income producing comm particles, 3. Outflow of finished work or reports to other org members, 4. Inflow of orders, requests, information from other org members. Give priority in terms of time as above and increase your unit.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo **HCO POLICY LETTER OF 24 FEBRUARY 1966**
Exec See Hats
HCO See Hat HCO Division, Dept 2
Dir Comm Hat
All HCO Hats **MAIL STATISTIC**
All mail points Hats **DIR COMM'S FUNCTIONS**

The gross divisional statistic of HCO is letters out and letters in. Why?

Because the Existence of an org is real to the public mainly by writing in and *getting answered*.

The volume of letters out and letters in is wholly in the ability of HCO to control. After all, it is the Hubbard *Communications Office*.

When letters don't go out in volume, the public and field don't know the org is there.

When letters come in and *aren't answered* then the public jolly well knows the org isn't there and gets ARC Broke about it -as well!

You can advertise. You must send out mags and these also say the org is there. But that personal communication to Joe, Joe's reply and answering Joe is vital vital vital for Joe now *knows* you're there.

The ARC Triangle consists of Affinity, Reality and Communication. Of these, Communication is the most vital. As you'll find in 1950 booklets, when you want to raise one corner of the triangle you *use* the other two. If you want more C, you raise A and R. If you want more R you raise A and C. If you want more A you raise R and C.

Now why do many people get cross with an org when they don't get cross with me? It's a proven fact that this is so. Even SPs have come in on an Amnesty and snarled at the org but demanded it obey me! You should take a look at this. Why?

It's because I communicate to them. Aside from my actual interest in them and aside from books and tapes of mine I see to it my mail gets answered and work hard to make sure it is and change any system that doesn't get it answered quickly. And my order is to mail answerers on my lines "Give them what they want and keep the peace". So I have a good mail statistic, letters in and letters out.

Now why can't HCO have a good mail statistic too? When it doesn't have.

Well, it just doesn't get the org to answer its mail. It is that ugly stupid simple.

If I were Dir Comm (and I often wear that hat as Exec Dir of a specific org) I would simply scream blue murder and red murder too if I found unanswered public letters in anyone's in-basket or desk.

Because I would know that that person was lowering the Affinity and Reality of the public for the org, costing us a fortune and ARC Breaking people like mad. Whenever I have found this I have had that person removed by transfer or demotion at once. It's that important.

This is the order of importance:

1. Answer up
2. Answer up with Reality
3. Answer up with Affinity
4. Originate
5. Originate with Reality
6. Originate with Affinity

When you don't answer up quickly as an org, the first thought of the person writing is that you are no longer there.

Sometimes some person will answer up "with reality" by going entheta (enturbulated theta). Note that that violates (3).

You hear some people say in an org about mail "We are trying for quality so our volume is not Dishwater! They're trying for silence.

A and R and C. And that C means *Communicate*. Not tomorrow. *Today!*

It has been completely proven (D.C. '58-'59) by actual tabulation and statistics that gross income exactly paralleled the Letters Out statistic.

Given letters out and letters answered, then gross income above that exactly follows the *Qual* gross divisional statistic.

Therefore Communication and the *Quality* of Service are what make an org stable and affluent.

The Communication factor is in the hands of HCO. Why?

Because HCO has Personnel, Policy, Ethics *and* the Communications Dept. So if HCO is doing its job at all at all at all in the 3 departments it will have a *high* letters out from the org and a *high* letters in.

HCO hires the typists. HCO directs people to hat checks. HCO gets rid of SPs. And HCO establishes whether people are busy. And HCO *has the Director of Communications*.

If you think Dir Comm is a message clerk, think again. Dir Comm sees to it there is Comm. And that's his hat. Not what despatch do I route but is there a place to receive despatches and letters, to send despatches and letters to (Comm Centre baskets, Comm stations, address files, incoming mail, outgoing mail).

The *whole* Comm System belongs to Dir Comm. If an In basket in Dist Div is still full, that's Dir Comm's business. If a Dissem staff member stuffs despatches *in* his desk off lines, that's Dir Comm's business. If the incoming letters in *any* department have lain there a week without answer, that's Dir Comm's signal to jump on Personnel *and* Ethics and tear the place apart. If book or tape orders are unfilled for 30 days, that's up to Dir Comm to demand the HCO See order a Comm Ev.

It's a serious matter. Dir Comm *puts* the lines there and *sees that they flow fast*. If a Dir Comm can't do this then he just hasn't got the idea at all at all and should be sent to Review to do Comm Systems in clay.

It is a *disgrace* for HCO to have a low gross divisional statistic. It means no HCO. It means no personnel officer, no Ethics Officer, no HCO See and, certainly no Dir Comm. This is harsh but real. If there were a personnel officer on the job typists would be available in the right spots and check outs on Comm Pol Ltrs would be getting done on key letter answering and originating points. If there were an Ethics Officer the SPS and generally failed cases and "I don't knows" would not be in the org at all. If there were an HCO See the whole Division would run and if there were a Dir Comm there would be a *fast* flowing properly terminated, properly policed Comm System.

It's easy to excuse a lack of mail flow and a low statistic. "Well, we were under attack" "Our superiors don't understand" "We don't have proper personnel " "Our units are low"

Hell! Those things if true all go back to letters in-letters out failure!

An org that originates lots of mail (and mags and ads) and answers its mail has enough influence and money to plow its way through anything, to get any help, to pay tons of staff.

Man! We have a total monopoly on the technology of the human spirit. And we can be poor? Nuts.

If we handle our mail and deliver service, we can't lose! We just can't!

So let's get our Comm Depts running like Mercury and get off the launching pad.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 25 FEBRUARY 1966

Remimeo
Exec See Hats
HCO Area See Hat
Dir Comm Hat
Comm Dept Hats

HCO Div I Dept 2
Dept of Comm

COMMUNICATIONS FUNCTIONS
(Reorganizes this Department)

The purpose of the Director of Communications is:

TO HELP LRH HANDLE AND SPEED COMMUNICATIONS FROM THE PUBLIC TO THE ORG, THE ORG TO THE PUBLIC AND ESTABLISH AND SUPERVISE THE INTERNAL COMMUNICATIONS SYSTEM OF THE **ORGANIZATION AND LINK IT WITH OTHER ORGS.**

From this purpose it will be seen at once that the order of importance of communication flows is:

1. From the public to the org. This is done by making it as easy as possible for a member of the public to comm to the org and the right terminal in an org. The chart published in the Auditor is a direct and correct effort to do this. Return addresses, getting our address known, all is part of the Dir Comm's responsibility. Self addressed cards-any system to make it *easy* and fast for the public to Comm to the org is the direct and first responsibility of the Dept of Comm and there is a Section for it. Don't expect the public just to somehow Comm to the org. Make it so easy that they will. Even to dreaming up what they should write in about if Dissem Div won't function despite nagging. Although this *seems* to duplicate the Dissem Div it doesn't as its purpose is to make it *easy* for the public to Comm and get our address known. It includes all mail receipt and logging functions before it hands mail over to Sec 4. It includes methods of receipt of those comms. This is a section. Public Origination Section.

2. From the org to the public. Dir Comm must see to it that letters and mail pieces flow outward from the org by seeing to it first that the mail gets signed and sent quickly, that magazines are prepared for with addressed envelopes, that address plates exist for every member of the public in comm with us, that any type of person or geographical section can be run off BANG by address and seeing to it that letters don't pile up unanswered but forcing them to be answered quickly. This is a Section in the Dept of Comm, the Outflow Comm Section.

3. The establishment of Internal org communication systems includes our Comm Centres, our Comm stations. Dir Comm sees that every staff member has a basket in a Comm Centre *and* a personal Comm station near his area of work *no matter* who the staff member is-that includes the janitor! This is a Section in the Dept of Comm, the Comm System Establishments Section. It works out the system, puts up the baskets, establishes other needful systems.

4. The Supervision of Internal Comm consists of distributing mail and despatches, picking up mail and despatches and speeding mail and despatches throughout the org. This may look like a clerical function and in a large part it is. But it is more important than that. I can foretell every slumped part of the org just by watching their in-baskets and pending baskets. The *velocity* of flow of mail and despatches inside an org establishes the state of statistics. Where Comm is slow, statistics will be down. Where it is fast it will be up. Where it doesn't move at all, a danger condition will result. This section does not have the rank to order comm to be moved but it sure has the power of report and where Comm doesn't move, this section

had better start yelling to high brass. Even a small terrier barking long enough will get attention. It may be rough attention but remember that an LRH Communicator is called a Communicator and where despatches and mail don't move, and people in authority won't act even when told and told, an LRH Communicator will be very interested and must despatch WW. The wealth and value of the org to Mankind depends on SPEED of flow of its despatch particles. Where they hang up you either have an overworked personnel or a non-working personnel. The overworked one can be told by a daily full out-basket. The lazy one can be told by an empty out-basket or one that has only Dev-T in it. The name of this section is the Internal Comm Flow Section.

5. The handling of despatches between orgs is the Intra Org Comm Section. This has the Telex, the packets of pre-addressed envelopes to other orgs, etc.

The most important section is of course the first one. This has Mail Receipt and logging, is tied up with Invoice and has the problem of getting the mail into the org fast with no loss of money on the lines and no loss of mail into the org. The two rough problems are those-how to safeguard incoming money and get it invoiced accurately and how to make sure the mail received gets into the org to the places it belongs.

The second section is a big one, containing address and all its equipment and the HCO outgoing mail unit and all the magazine mailing, the Franking machine, outgoing log, etc. Its big problem is GETTING THE MAIL ANSWERED THROUGHOUT THE ORG! This means it has to keep close liaison with all letter answering posts, Dir Pers and Dept 2 See 4.

The third section is a small one and often gets overlooked. It sets up Comm Centres and stations and labels baskets and fixes it so there is a basket in a Comm Centre and a Comm station 3 basket stack for every staff member. Its main problem is that caused by changing personnel and posts. It solves this by making its system parallel the Org Board, changing as the Org Board changes (and hounding Dept I when the Org Board gets behind). The third section also handles phones, intercomms, setting up Telexes, electronic aids, Public Address systems and even the HGC's auditorsupervisor listening devices. Any electronic aid comes under this for setting up and maintaining.

The fourth and fifth sections are well described as above.

At first glance the whole gross divisional statistic for HCO rests on Dept 2. But this is not entirely true. It takes personnel and routing and it takes Ethics to back all this up. And it takes an HCO Area Sec to pound home the simple truth that if we Comm we live and if we don't we perish.

HCO you see, is the management division of orgs really. Exec Secretaries have the overall control and the brass. But it's HCO that kicks orgs along and always has. And the mainspring of it all is the Dept of Comm of HCO.

I could run a whole org into affluence just by holding one hat-Dir Comm. Sometimes I wonder if that isn't the main hat I wear. So I need help on it. Lots of it. Give me a hand with it.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 7 OCTOBER 1970

Remimeo
Dept of Comm
Comm Bureau

Issue 11

MAIL LINE

Reissue of HCO Bulletin of 3 August, 1956
Revised

(The original issue stated only the Accountant could open mail. This was changed by HCO PIL of 31 Aug '65, "Mail Openine", which stated mail is opened by the Dept of Communications, HCO Division 1.)

"As the mail line contains money, preclear and student applications and is in effect the income line of the organization, it must be secure in the extreme.

"The mail opener opens all mail, whether personal or otherwise and no matter how marked on the cover, which is addressed to the organization or its personnel excepting only mail for students and/or preclears, and packages. Example: Any letter addressed personally to a staff member and received at the HASI, even though marked personal, would be opened. (This regulation has been found important in this London operation three years ago.) (This discourages receipt of personal mail by staff at business address.)"

LRH:DZ:sb.rd

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[Note: The above PIL was modified by HCO PIL 7 December 1970, *Guardian's Office Mail*, page 179. The original issue of 3 August 1956 appears in Volume 3, page 271.1

Revised & reissued from

LRH original by:

Preparations I/C

Central Organizing Bureau

for

L. RON HUBBARD

Founder

NOT HCO POLICY LETTER
ORIGINAL COLOUR FLASH
NOT GREEN ON WHITE

HUBBARD COMMUNICATIONS OFFICE
LONDON
(Issued at Washington)

HCO BULLETIN OF 9 MAY 1957

MAIL

Mail falls into three main divisions given in order of importance:

- Ia. Applicants for training and processing (people who say they are coming in).
- Ib. Prospects for training and processing (people who display some interest in the organization).
2. Book and Tape orders.
3. General (anything not covered in categories I and 2).

All mail from whatever source goes at once to the Accountant. The Accountant immediately sends categories Ia and Ib to the Registrar. Registrar answers at once category Ia, distributes copies of her Ia answer and all Ib to staff auditor in Central Files capacity.

Accountant gives all category 2 to the Assistant Shipping Clerk in her office for immediate invoicing.

Category 3 is given by the Accountant to the Receptionist for distribution.

Mail escaping this routing is illegally routed and any illegality shall be dealt with severely.

Priority of answer is category Ia, category 2 from Shipping, and category I b from auditors. All other classifications are considered without priority but the abovementioned ones have classification of speed.

L. RON HUBBARD

THE FOUNDING CHURCH OF SCIENTOLOGY
1812 19th Street N.W., Washington, D.C.

FOUNDING CHURCH POLICY LETTER OF 19 DECEMBER 1957

PHONE BILL

The phone bill has risen to \$400 a month. We are using 1000 message units per month.

Many of these calls, particularly local, are personal calls. Some of these calls cannot be traced and are made local or long distance by students.

Therefore please observe the following rules regarding phones.

1. If you make a local personal call on FC phones, keep a record of it and give the Accountant I Oc for each call you made. Pay her at end of week.
2. Instead of keeping a record of your calls, you can also use the pay phone which we are having moved to hall of 18 10.
3. Refuse use of your phone to students, preclears and callers. Direct them to the pay phone.
4. Any office with a phone in it must be locked during all times it is not in use. Carry with you your office key. Lock your office when you leave. If you see somebody else leave his office unlocked while he leaves, lock it for him. A few times of locking people out will cure the habit of leaving phones with no staff around.
5. Write airletters and postcards and letters rather than using telegrams.
6. Use telegrams always rather than long distance phone calls. The cost does not compare.

I am sure we can cut down this bill without impairing our own communication needs.

Best,

LRH Exec Dir of F.C.

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[This Policy Letter was reissued on 7 October 1970 deleting No. 4.1

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO PROCEDURE LETTER OF 3 SEPTEMBER 1957

(Issued at Washington)

(This revises and replaces HCO Procedure Letter of May 15, 1957, Modified) (Issued in accordance with Ad Comm recommendation of January 7, 1958. . HCO)

METHOD OF OPENING AND INVOICING MAIL

All Mail goes only to Accountant.

The Accountant opens all mail from whatever source.

The Accountant's first interest in mail is whether or not it contains money. Therefore, he rapidly opens mail and places it in either of two baskets.

Basket No. 1-Accountant to Dir of Registration. Receives all mail not containing money.

Basket No. 2-Accountant to Invoice Clerk. Receives all mail and money (as further described).

Basket No. 3-Invoice Clerk to Dir of Registration. Receives all mail as fast as invoiced.

Cash Box-Beside Invoice Clerk, receives all money.

The Accountant uses a stapler in fastening letters to envelopes. He staples all envelopes to their letters. He uses paper clips to fasten money and cheques to letters.

The Invoice Clerk never uses a stapler, always uses paper clips.

The Accountant does no further separation of mail than (1) mail with money or orders in it and (2) with no orders or money in it.

The mail with money or orders in it is placed by Accountant in Basket No. 2.

The Invoice Clerk only invoices. He does not otherwise process mail. He writes name and address very clearly. He marks the invoice number on the order letter and with a paper clip attaches the white and the yellow to the letter. He writes any special directions about the order on the invoice slip. He puts any money in the cash box. He handles each order letter one at a time. He takes order letter from Basket No. 2, writes invoice, verifies sum of money, notes any discrepancy on the invoice or any credit due or amount still owing, marks number of invoice on the letter, removes money from order letter and puts money in cash box, clips white and yellow to the order letter and places it in Basket No. 3 before he touches another order from No. 2.

When invoicing to more than one organization the money is invoiced to the organization giving the service, not necessarily the organization mentioned in the letter or on the cheque or money order. Such mis-naming on cheques or money orders by public is straightened out by Accountant at time he deposits by simply adding his pinks for any organization and taking that much money from Cash box and depositing it to that organization. Cheques can be cross-endorsed as needed to make this balance. It is balanced in cash, not at time of invoicing. Further, a split of a cheque where part is a payment for a book on one corporation and part is a processing payment on another is simply invoiced with the proper amount to each corporation and the cheque placed in cash box.

The *moment* the Accountant has finished with mail (he sets an hour such as noon for end of mail day and keeps all mail arriving after this hour to the next morning-thus invoicing only once a 24-hour day), he takes everything in Basket No. 1 to the Director of Registration.

The moment the Invoice Clerk is finished he takes everything in Basket No. 3 to the Director of Registration.

Neither the Accountant nor the Invoice Clerk distribute. Director of Registration distributes.

On Receipt of any mail, Accountant stamps it with receipt time. We only now consider it to be in the Comm lines of organization.

Director of Registration places the yellow and white Invoice slips only in-

1. Shipping (Books and Tapes)
2. Memberships (for membership payments)
3. Accountant (payment on bills and notes)

Director of Registration places no *letters* in these three baskets. Only white and yellow Invoice slips.

Dir of Registration detaches letters and places them in the indicated baskets.

All letters accompanying orders or other such letters not prospect or applicant go to Central Files in Charge who herself writes answers to them while CF Clerk carries on CF.

All applicant letters, meaning people who apply for training or processing, go to the Director of Registration.

All prospect letters, people who are merely interested maybe, go to the auditor to whom they are addressed or, in case of doubt, to Director of Registration.

Technical question letters go to Dir of Registration who tells them to come in for training.
Complaints go to Dir of Processing always.

Business letters go to Dir of Administration.

HCO letters or letters to LRH go to HCO.

Field operation letters go to Organization Secretary.

Non-classified letters go to CF in Charge for procurement purposes.

This bulletin is prompted by the following discoveries:

1. Everyone in an organization tries to act as a Comm Centre to some degree.
2. Comm Centre belongs to Reception.
3. Mail routing is not the business of the Accountant beyond finance.

I expect this procedure to be adhered to. If it needs clarification or change, tell me.

L. RON HUBBARD

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[Note: Para 10 of this Procedure Letter has been corrected per HCO Bulletin of 17 Sept. 1957 which deleted the sentence, "He does not stamp mail as received."]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 AUGUST 1961

sthil
Staff and Students

PRIVATE MAIL AND TELEPHONE CALLS

All private telephone calls, telegrams and cables, of Staff members or Students, must be paid for in cash at the time of making the call or sending the telegram, etc.

The charges for such services are obtainable from the operator.

Private letters may also be stamped or franked on payment of the correct amount.

These services may be extended as a courtesy, but it is understood that there is no obligation to do so. As far as possible, please use the ordinary public services in the town.

During business hours, cash may be handed direct to the switchboard operator in the front office. Outside of business hours, when the switchboard is unattended, place the cash in an envelope in the switchboard operator's basket in the comm centre, with a note detailing the amount of the charge, and the exchange and number, or nature of service. This facilitates the eventual checking of the account. If you have not the exact amount, place enough to cover it, and the switchboard operator will hand back change next day.

Students wishing to use the telephone must always obtain the help of the switchboard operator, during business hours. At other times, they must ask an instructor or other Staff member.

Issued by: Peter Hemery
HCO Sec WW
for
L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 JULY 1962 Sthil

TELEPHONE ANSWERING

On all calls received, anyone answering should state the phone number and nothing else.

"East Grinstead 457 L"

Do not use "HCO" or "Hubbard Residence" or any other answer than "East Grinstead 45 71".

On finding who is wanted, attempt to make the connection to the proper person.

If the person cannot be found, offer to take a message by saying, "I will take a message." Do not take further actions.

OVERSEAS CALLS

Calls received from overseas are generally unacceptable because they take too long to connect and are often foolish and can be done better by cable.

All our offices (except sometimes Los Angeles) know this and always cable.

Therefore Overseas calls are never urgent no matter what the operator may say.

Try to find out who is calling and try to connect. But do *not* make later appointments for the call except as below.

Do not send anyone a message in the office saying, "Saskatchewan is phoning you at 4.30."

Overseas connections are *their* problem, not ours.

CALLS FOR DR. HUBBARD

Telephone calls for myself, received before 2.30 p.m., should be answered only as follows:

"Dr. Hubbard will be available after 2.30 this afternoon. Could you please call then."

If the caller states the matter is urgent say, "I will put you through to Mr. Hemery," or, if Mr. Hemery is not here, "There is no one else here. I will take a message.

Do *not* use other wordings or make other statements.

On calls received after 2.30 p.m., put them through to me, if possible. Say only, "I will try to connect you", and try to locate me and do so.

If I cannot be found, put the call through to Mr. Hemery. If he is not available say, "I will take a message," and do so.

WRITING MATERIALS

Keep pads and tied down ball-points near the Butler's phone and by the switchboard. Responsibility for doing this is the morning receptionist's.

PHONE NUMBERS

An adequate record of phone numbers should be kept up to date by the afternoon receptionist and available in a phone number book at the switchboard.

STUDENT CALLS

All outgoing calls by students must be paid for to the receptionist.

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 MAY 1965
Issue 11

Gen Non Remimeo

COMMUNICATIONS

REGISTERED MAIL

No org may accept any registered mail.

1. Long experience shows it comes only from psychos and governments.
2. It is a lot of trouble to obtain from the post office.

So just reject it.

There's no worry it may contain writs. It is just sent by nuts.

PHONE CALLS

Phones are psycho. They have no memory.

Overseas phone calls are often incomprehensible and start mysteries.

One often has to hang about for 6 or 8 hours in a mystery trying to connect with a call coming in.

CABLE or TELEX is far better. Use it.

All overseas phone calls are turned down by orgs.

Inter-org phone calls even on one continent must be discouraged.

Use telexes and cables. Then we can find out what happened.

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(Amended by HCO P/L 18 January 1970, *Registered Mail*, Volume 1, page 178, and HCO P/L 9 July 1971 issue III, *Communications-Telephone Usage-Daily Call In*, in the 1971 Year Book.)

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 JUNE 1965

Gen Non Remimeo

Reception

Accts

HCO

**CORRECTION TO HCO POLICY LETTER OF 26 MAY 1965
ISSUE R - COMMUNICATIONS - REGISTERED MAIL**

Exception to the rule that no org may accept any registered mail: as HCO Policy Letter of April 11th, 1963 states that rolls of names and addresses from each org are to be sent by registered surface mail to Capetown, Capetown is to accept, and be alert to accepting, such registered mail.

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(Amended by HCO P/L 18 January 1970, *Registered Mail*, Volume 1, page 178.]

HUBBARD COMMUNICATIONS
Saint Hill Manor, East Grinstead

HCO POLICY LETTER OF 5 AUG

Rernimeo
HCO Area Sec
Dir of Comms
Public
Ornipinations
Of Icer

REGISTERED MAIL

Any office in any country in which money is routinely sent via registered mail may accept registered mail, providing that, on any piece of mail coming in, it is ascertained that it is not from a government or a known psycho, and that the signing for it does not require the signature of any particular person.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 18 JANUARY 1970

Gen Non-
Rernimeo
HCO Area Sec
A/G

(Amends HCO Policy Letter of
26 May 1965 and HCO Policy
Letter of I I June 1965)

REGISTERED MAIL

Registered Mail may be accepted in the United States. It is routed un-opened to the Assistant Guardian.

As Registered Mail is delivered to the Org in the U.S., and as refusal of it has been a source of problems with the Postman at ASHO, and per the Postman's report, with the Post Office, with possible jeopardy to the Bulk Mail Permit in L.A., it may be accepted and routed as above.

Written by Natalie Fisher
Assistant Guardian ASHO
Joel Kreiner
D/Guardian Legal US
Bob Thomas
D/Guardian US
Leif Windle
Policy Review Section WW
Jane Kember

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The Guardian WW
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 AUGUST 1965

Gen Non-Remimeo

MAIL OPENING

The opening of mail is to be done in the Dept of Communications-HCO Division 1, Dept 2. Mail is opened and distributed only once a day which is after the first delivery. Any other deliveries of mail by the Post Office are to be kept locked up in a safe place until the next day.

In opening mail, follow this procedure: first divide the mail into three categories:

(a) letters into org (b) packages and parcels for the org (c) students' and pcs' letters and parcels.

The mail is counted and the count is noted in the mail log.

The students' and pcs' mail is sent to Tech Services for distribution. Org mail is opened and each despatch is date-stamped. If letters contain a cheque, money order, postal order, cash or any other negotiable form of money, they are to be logged in the mail log book with the name of the remitter, exact amount of money, what form the money takes and the letter is to be date-stamped in the usual way. When this has been done, distribute all the mail into the comm centre with the exception of mail with money. This is taken by hand to the invoicing cashier in Dept 7 Org Division.

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L. RON HUBBARD

[Note: Practice since 1966 has been for Dir Income or Invoicing Officer to be present when org mail is *opened* by Mail Opening Clerk.-Ed. I

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 7 DECEMBER 1970

Gen Non-Remimeo (Amends HCO PL 31 Aug 1965, Mail Opening)
HCO Hats (Amends HCO PL 7 Oct 1970, Issue 11, Mail Line)
Gdn Office Hats

GUARDIAN'S OFFICE MAIL

Mail to any Guardian's Office or its personnel is not opened by Dept of Comm, but is distributed directly to the Guardian's Office.

This is for security reasons.

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Leif Windle D/G Policy Knowledge WW for Jane
Kember The Guardian WW for Mary Sue Hubbard
The Controller
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 FEBRUARY 1966

Remimeo
SH and WW only
Executive Hats
All HCO Mail Point Hats
All Phone Point Hats
To be enforced by
Dir Comm and Ethics

IMPORTANT

**LEGAL, TAX, ACCOUNTANT AND
SOLICITOR, MAIL AND
LEGAL OFFICER**

There is all manner of legal type letters, government letters, accounting notices, assessments and such and phone calls received by persons in the org and this Pol Ltr FORBIDS it being routed all over the org to anyone and everyone.

IT ALL GOES TO THE LEGAL OFFICER

I don't care *who* it is addressed to, or who is being called for if it looks or sounds lawyer or legal or tax or T & C Planning or Council or *anything* like legal or government **IT MAY NOT BE ROUTED TO ITS ADDRESSEE** but *must* FIRST go to the Legal Officer only.

Anyone found *holding* or receiving or *finding* any legal or tax or planning matter or letter or phone call without its being routed first and at once to the Legal Officer will be reported at once to Ethics and Ethics is to hold a hearing.

The Legal Officer is hereby authorized to have a clerk. The clerk is to keep legal files and is to receive all such legal matters, letters, summonses, etc.

The Legal Clerk may then Xerox a copy and send the copy only to the addressee. But must keep the original and must show it to the Legal Officer before even a copy is sent.

ALL OUTGOING MAIL to attorneys, tax cruds, the alleged government, the Council, etc. **AND A FULL RECORD OF EVERY VERBAL CONFERENCE ON SUCH MATTERS** must be sent to the Legal Officer BEFORE MAILING or before being held binding and must not be sealed or ratified before so sending it to the Legal Officer.

NO STENO may mail a legal type letter or get it signed unless it is **FIRST SENT TO THE LEGAL OFFICER FOR OK.**

Without that okay it may not be signed or mailed.

No officer, executive or person in the organization may make legal contacts or commitments or arrangements that are not approved by the Legal Officer.

Any phone or Telex operator receiving a request from an Executive for a legal or government outgoing connection must route it instead to the Legal Officer.

RECEPTION MUST ROUTE ALL LEGAL TYPE BODIES ONLY TO THE LEGAL OFFICER AND TO NOBODY ELSE EVER.

Note: The government is so dispersed it mails anyone's mail to anybody (absolute fact) and the most dangerous notices may get sent to the most unlikely places and parts of the org. In the recent accountancy emergency it was conclusively proven that a suppressive always selects wrong targets and that includes wrong addressees. The most vital notices were being sent to anyone whose name was handy.

THE LEGAL OFFICER

The purpose of the Legal Officer is to help LRH handle every legal, government, suit, accounting and tax contact or action for the organization and by himself or employed representative, to protect the organization and its people from harm and to bring the greatest possible confusion and loss to its enemies.

iso

This purpose can only be carried out if *every* piece of mail incoming and outgoing that has to do with legal matters, tax matters, Town and Country Planning matters, government matters, solicitor matters of any kind passes through his hands and is fitted by him into the tactics and strategy agreed upon or formulated by the Legal Section.

The Legal Officer may not take direct orders from anyone but myself, Policy Letters and SEC EDs, and obstructing him in the performance of his duty is a crime and must be followed by a Committee of Evidence.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 11 OCTOBER 1966

Remimeo
SH & WW only
Exec Hats
All HCO Mail
Point Hats

All HCO Phone
Point Hats

IMPORTANT

To be enforced by **LEGAL, TAX, ACCOUNTANT AND SOLICITOR**
Dir Comm & Ethics **MAIL INCOMING AND OUT-GOING**

(Amends HCO Policy Letter of 3 February 1966)

Any legal, accounting or governmental communication must be Xeroxed (duplicated) upon receipt with copies sent to the Guardian WW, the Board of Directors and the addressee BEFORE the original is routed to the Legal Officer. The responsibility for such Xeroxing and routing is directly that of the Internal Comm Flow Section.

This responsibility for routing and informing of all terminals involved by Xerox copies is being turned over to the Internal Comin Flow Section as it has been seen that a breakdown within the Legal Section itself can cause urgent matters to be neglected and unhandled. This, therefore, changes the HCO Policy Letter of 3 February, 1966 where such Xeroxing was the responsibility of the Legal Clerk.

No legal, accounting, or governmental communication can leave the organization which has not been approved by the Legal Officer AND SIGNED BY THE SECRETARY OF THE BOARD OF DIRECTORS. A copy of such communications is sent to the Guardian WW and to the addressee. This changes HCO Policy Letter of 3 February, 1966 in which the Legal Officer approved such communications and such communications were then signed by the originating terminal. Now, no matter who originates such a communication, it is to be signed only by the Secretary of the Board of Directors as a communication from the Board of Directors, all Directors knowing about such.

In this way the Guardian WW, the Board of Directors, and the addressee can be certain that ALL incoming matters of a legal, accounting, or governmental nature have been received and handled and that outgoing communications on these subjects are according to policy.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 AUGUST 1965
[Amended 16 January 1970]

Gen Non-Remimeo Dir of Comm Mail Clerk

RETURN ADDRESS

Effective this date, all mail and packages sent from an Org must bear the return address of that Org (with the exception of meters overseas to U.S., which are covered by other directives).

Therefore, it is the charge of the Dept of Communications to see that no mail or packages leave their Org with no return address.

A rubber stamp with return address on it can be made and envelopes stamped on receipt from suppliers, prior to being supplied to various departments.

Until a stamp is secured and envelopes so stamped, return addresses should still be put on outgoing mail. The person franking mail must return any mail to dept sending for return address if he finds any mail lacking return address.

Also to be investigated by Dir of Comm is cost of return address stickers, which are ordinarily quite inexpensive.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Gen Non-Remimeo
HOD Area See HCO POLICY LETTER OF 12 OCTOBER 1966
Dir of Comms Issue II
Outflow Section Officer
Mail Clerk
Letter Originating Hats

St Hill only **MAILING OF LETTERS**
(Corrects HCO Policy Letter of August 17, 1965, Return Address)

The following points should be considered in the preparation for mailing of letters:

1. *ADDRESS*: The name and address of the person to whom the letter is being sent should be typed or placed on the envelope at least 1/2 inches from the top of the envelope so as not to be overprinted by the franking machine stamp.

Addresses should be neat, correct, and legible.

2. *INLAND LETTERS*: Letters addressed to persons residing in England, Scotland, Wales, Ireland or Europe **MUST NOT** be put in airmail envelopes. There is no airmail as such to these countries and mail is sent by whatever is the fastest route.

Inland letters should always contain in the address the name of the country of the addressee unless the city is well known.

3. *AIRMAIL LETTERS*: Letters to be airmailed overseas should be put in airmail envelopes, if it is intended by the originator that such be sent airmail, otherwise overseas letters will be sent by the least costly mailing service. It is better for overseas letters to be written on Air Letter Forms as these cost 6 pence in comparison to one shilling and six pence for an airmail letter weighing one-half an ounce or less.

The name of the country should always be included in the address of the person to whom the letter is being mailed.

4. *SECOND CLASS AIRMAIL*: Only printed matter can be sent Second Class Airmail and such can only be sent in envelopes which can be easily opened (not sealed). Such envelopes can be opened easily if they have tuck-in flaps or a metal clip. The name of the country should be included in the address of the person to whom the printed matter is being sent.

For Letter Registrars wishing to send materials urgently to an interested person overseas, it would be best to send a letter on an Air Letter Form and send enclosures under separate envelope by Second Class Airmail.

If materials for overseas addresses weigh more than an ounce, it is cheaper to mail materials to them surface mail, bearing in mind that surface mail to Australia, New Zealand, and Hawaii is quite lengthy. Letter Registration Packets are an exception and should always be sent Second Class Airmail; however, promotional materials sent free of charge to Field Staff Members if weighing more than an ounce should have Financial Planning okay if being mailed other than by Surface Mail.

Second Class Airmail of printed matter should, where possible, be put in proper airmail envelopes and "2nd Class Airmail" put beneath the airmail stamp.

5. *RETURN ADDRESS*: The Franking Machine is now designed to mark all letters with the return address.

It is no longer necessary for the Director of Communication to have envelopes stamped with the return address or to have return address stickers and, therefore, this corrects HCO Policy Letter of August 17, 1965 entitled "Return Address" in this respect.

It is now only necessary for the originator of Prepaid Letters and Parcels to see that the return address is placed on such.

6. *LETTERS TO BE MAILED*: All letters out from a division should be placed in the "Org Letters Out" basket for the division from which they originate.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 NOVEMBER 1966

Gen Non
Remimeo

POSTAL ECONOMY

(Cancels Urgent Directive. ED 62 WW and 95 SH Postal Reduction)

ADDRESSOGRAPH

There is to be not more than one plate per person in Addressograph with the exception of selected lists as delineated by policy. If a person's address is unknown, his plate should be removed from active addressograph files until a correct address is obtained, and his CF folder must be marked "Address Unknown".

As CF is in another division than Addressograph, an alphabetical card file of all the plates in Addressograph is to be made for cross reference purposes in the Addressograph Section.

Mailing pieces addressed to staff and students may not be put in the mail, but must be put into the appropriate basket.

MAIL CLERKS

There may be no jam on the mail line. When mail is so heavy in an org that opening mail jams with getting mail out, the post must be split and mail opening done by another person than the one doing mail out. If getting bulk mail out jams these other two posts, then a third person must be assigned to bulk mail clerk, even if temporarily. All mail must move.

POSTAGE

Each week the Mail Out Clerk takes a prepared checksheet to the various divisional secretaries for an estimate of their postage needs for the following week. This, totalled, is submitted with a requisition for a postage check calculated to last for a week. Any money left in the machine is subtracted from the amount put on the requisition. In the event the estimate is under and the franking machine runs out before a new check arrives, an emergency check may be requested, but if so, a Board of Investigation must be called to look into the reason for the increased postage.

WW or Continental Divisions or any org sending inter org mail may not send Dev-T, return unnecessary items or despatches or reports that will increase postage, and in general, should work toward conserving postage whenever possible without impairing efficiency.

Any division, in writing letters, is to use Airletters whenever possible, for overseas mail. Typists are to be supplied with adequate erasers and typing errors are to be erased and neatly corrected, instead of airletters being scrapped because they contain errors.

Any inserts to go out with letters must be printed on economical lightweight paper in order to keep the postage to a minimum.

Clearing and OT Courses must use lightweight paper where it is necessary to send materials, and Airletters whenever feasible.

In Div 6, instead of using a legal form for obtaining Permission to Print, a rubber stamp is to be obtained with the pertinent wording for this, and it is to be stamped on an Airletter whenever the form is needed to be sent overseas.

All EDs, Policy Letters, Bulletins and other printed pieces to be sent to orgs must go by Second Class Air Mail.

BOARD OF INVESTIGATION

A bi-annual Board of Investigation is to be called to investigate waste in the org and to find ways and means of reducing expenses and improving efficiency.

PROMOTIONAL AND MAILING PIECES TO FINANCIAL PLANNING MUST CONTAIN CSW

CSW by definition means Completed Staff Work. Completed Staff Work for promotional and other mailing pieces would then include exact cost in terms of paper, envelopes and postage and printing costs for the entire mailing as well as any other costs that might be involved, including stocks in hand if necessary. Any promotional or other type of mailing piece from any division must contain full CSW including the above costs, when put on line to Financial Planning.

The Ideas and Compilations Section in Dept 21, in designing mailing pieces and promotional material, including the magazines, must include in their work designing for lightweight paper that is not so expensive that it undoes any savings in postage, and they must take into account as a part of their CSW, the cost of postage. The loss of mass in the weight of the paper can be made up for in the design. For instance, the Advanced Reg Packets were nicely designed, but much too heavy. If they had been designed for lightweight paper, the artist may have conceived a totally different design in order to get across the same communication. It is the artist's problem in considering his medium. But his medium must be considered. And this medium must be lightweight and inexpensive. The CSW submitted for each magazine to Financial Planning must contain details on paper cost and postage cost of the finished (proposed) mailing.

Any division, in order to get the data for the CSW on postage and other costs may obtain the information from the proper posts whose business it is to know this needed data. Please note that the above is seeking information and would not have to go through a command line to obtain it.

Compiled by a Board of Investigation

Signed: Ray Thacker
Anton James
John Lawrence
for
L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

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

Cent. Orgs
Franchise

HCO THEORY OF COMMUNICATION

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

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

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

A Comm System Plan can have errors as follows:

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

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

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

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

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

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

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

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

Lines jam in five ways:

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

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

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

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

The chief difficulties with teininals are:

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

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

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

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

1. Comm System 2. Lines 3. Terminals.

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

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 9 APRIL 1957

COMMUNICATION CENTRE

It will be found that a communication centre is useful only when it centres and channels all communications of specific kinds from the public to the organization and the organization to the organization. (An organism with more than one brain does not survive well.)

All Communication channels must centre in one room and area for all departments.

The types of communication to be handled thus are as follows:

- 1 . Callers in person
2. Callers by phone
3. Written despatches within the organization to other parts of the organization
4. Personal letters to organization members
5. Posted orders and notices
6. Messages for staff from public to staff or staff to staff.

Omitted from such a centre are:

- 1 Incoming mail (goes direct from postman to accounting, not otherwise examined or distributed until accounting invoices it).
2. Outgoing mail and packages (go directly to post office from shipping unit by mail clerk). (Although an outgoing mail basket can be in the communication centre to be emptied by shipping daily for staff convenience.)
3. Intercomm phones (which go directly from office to office within without clearing through comm centre).
4. Verbal messages as in conversation from staff member to staff member. (But all orders so expressed must be in writing to be valid and must clear through comm centre.)

The terms "off line" and "out of comm" apply as follows:

"Off line"-not cleared through comm centre.

"Out of comm"-a stacked and unwatched basket in the comm centre.

Those interested in the welfare of the HASI should accomplish a meticulous observance of this policy. Those interested in its demise should attempt a breakdown of this policy.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HASI POLICY LETTER OF 21 APRIL 1957

c.c. Association Secretary
Director of Admin
Director of Processing
Director of Training
Treasurer
HCO Washington DC
HCO London
Construction & Repair

INFORMATION BOARDS

Information Boards, as different from the Bulletin Board in the Comm Centre, may be placed in:

(a) CF and Procurement for Administration, (b) in Training Office for Instructors and Students, (c) in Processing Office for Auditors, and (d) in HCO for HCO Staff Info only.

These boards are for the posting of Information relating to the exact job. For example, the Admin Board may contain instructions on How to Write Letters, the Training Board may show schedules of classes, etc. The Processing Board may show new angles on pc handling. Financial Data may also go on Administration Info Board.

These Information Boards may contain personal notes, advertising of cafes, rooms, and other such data.

Nothing posted on these boards can be considered official for whole organization and none but the staff to which they apply can be held responsible for not having read them. They are in essence the voices of Department heads within their departments.

This is not true of the Comm Centre Bulletin Board. Everything on it is official or of general public and staff interest. Orders posted on it are binding. It is in actuality the voices of the Agent for Great Britain and the Association Secretary.

The keeping of the *Bulletin Board* is done by *the Association Secretary* via HCO. This is also true of the Organizational Chart.

The keeping of the Administration Information Board in CF and Procurement is done by the Director of Admin via CF in Charge.

The keeping of the Training Information Board is done by the *Director of Training*.

The keeping of the Processing Info Board is done by the *Director of Processing*.

The keeping of the HCO Board is done by the HCO Secretary.

This system of posting is entirely in the interests of making it easy to get data and information around and should not be used to hide data.

The head of any unit must have a place to speak without calling departmental meetings every few hours. An Information Board can help.

Construction and Repair, please place these boards.

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L. RON HUBBARD

[See also HCO B 20 September 1958, *Bulletin Board*
-Comm Centre, on next page.]

NOT HCO POLICY LETTER ORIGINAL COLOUR FLASH
BLUE ON GOLD
HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W.1

HCO BULLETIN OF 20 SEPTEMBER 1958

BULLETIN BOARD - COMM CENTRE

Per instructions received from L.R.H. the section of HASI Policy Letter of April 21, 1957 which reads:
"The keeping of the *Bulletin Board* is done by the *Association Secretary* via HCO"
is cancelled.

Therefore the policy on the *keeping of the Bulletin Board* which is operative at this time is that section of HCO Policy Letter of April 9, 1957 which reads:

"Postings and the condition of the board shall be the direct responsibility of the Receptionist under the Association Secretary."

Please note and amend in your hats accordingly.

HCO
London

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 9 APRIL 1957

BULLETIN BOARD

It shall be the policy of the HASI to use but one general staff bulletin board on which all notices pertaining to staff and the HASI in general shall be placed.

It shall be further policy that no action be taken to bar the public from viewing this board.

The Board shall be on the outside of the Reception room door, thus sparing space, and adjacent to the communication Centre as a board is itself a communication Centre.

Postings and the condition of the board shall be the direct responsibility of the Receptionist under the Association Secretary.

All notices placed on this board shall be of an official HASI nature. No other postings may be made by outside sources.

A Student Information board may be placed in the Director of Training's office at his discretion and this may hold public notices as to living quarters available, ads for sales, class schedules, etc., but this shall not be an official board.

Violations of this policy shall be reported to the Agent for Great Britain.

L. RON HUBBARD

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(This Policy Letter was also issued in some areas with a date of 8 April 1957.1

HUBBARD COMMUNICATIONS OFFICE
London and Washington

HCO POLICY LETTER OF I MAY 1957

Post on Boards
All Executives
Reception
HCO

COMM CENTER, ARRANGEMENT OF

Baskets in a Comm Center should be labelled in comparison to an Organization Chart.

Each post should be numbered on the Organizational Chart. These numbers are the order of appearance of baskets from high left to lower left and progressing vertically to right.

The card on the basket shows first a number, then below that the name of the post and then below that the person's name.

The name may be changed by pasting a new name on a white strip over the old.

A permanent sign on the Bulletin Board or on the Comm Basket Center itself should say:

"To find a basket look on Organizational Board for number of the post and then locate the basket so numbered. Name of post or person holding it may also be found directly on baskets."

The Receptionist in Comm Center is responsible for proper numbering, arranging and labelling baskets.

The HCO Secretary is responsible under the data of the Organization or Association Secretary for the proper corrections and numbering of posts on the Organizational Chart and the current name filling such posts.

Persons on staff for less than three weeks shall have no basket.

Report all errors in this system in writing to HCO Secretary.

Before numbering is undertaken, HCO Secretaries should compare lists to make Organizational Charts identical in numbering.

L. RON HUBBARD

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FOUNDING CHURCH POLICY LETTER OF 9 MAY 1957

BULLETIN BOARDS & INFORMATION BOARDS

The status of the Bulletin Board in Comm Center is official. *Anything posted* thereon, as on the *Organizational Board*, is an official order, report or assignment, and needs no further ratification or dispatch.

Only the Executive Director, *Organization Secretary* or Treasurer may post on the Comm Center Bulletin Board and *nothing may* be posted upon it that is not theirs or by their specific initialed permission. EXCEPTION: A staff member may post a request for a Staff Meeting on the Comm Center Bulletin Board, giving 3 days' notice, stating the time (but not business hours) and the exact business to be covered by the meeting (and the meeting shall be convened only if a majority of staff then sign or initial such notice).

Information Boards have no official status and may contain anything from room ads to lost cats. Cartoons, comments and social notices are always placed on Information Boards.

There is only one BULLETIN BOARD. It is located in the Comm Center. It is kept by the Receptionist and things taken down from it are carefully preserved in a folder kept by the Receptionist. Ordinarily, an item should remain on it for one week and should then automatically be removed.

INFORMATION Boards may be placed in Central Files & Procurement office, *Training office*, HCO and Distribution Center. These INFORMATION Boards are actually the voices of the Director of Processing (CF), the Director of *Training* (Training Board), HCO Secretary (HCO Board), and Distribution Center In Charge (Dist Center Board).

An additional board called the Student Information Board may exist in the Lecture Room.

Things posted on the INFORMATION Boards have only *information status* unless signed as an order to a particular department by the head of that department.

LRH:md.rd
9 May 1957

L. RON HUBBARD
President
Founding Church of Scientology
of *Washington, D.C.*

HUBBARD COMMUNICATIONS OFFICE
3 7 Fitzroy Street, London W. I
(Issued at *Washington*)

HCO POLICY LETTER OF 20 DECEMBER 1958

Dist:
All HCO Hats
Sterling HCOs

HCO COMMUNICATOR BASIC HAT and COMM SYSTEM HCO OFFICES

Purpose of HCO Comm System: To speed and receive the comm particles of HCO to help get the work done. .

The Comm System of an HCO Office is under the command of the HCO Communicator.

The HCO Comm System is dependent upon a proper HASI type Comm Centre where, in a central reception room there is located a named basket for each person in the organization and the bulletin board. HCO Personnel have their general individual org baskets in Comm Centre in addition to their HCO office stations.

Definition: An HCO Station is that place where an HCO staff member receives, holds and sends his dispatches and work.

Appearance: An HCO Comm Station has three baskets, one above the other. The top is marked with the Station number or numbers and "In". The middle is marked with "Pendine". The bottom is marked with "Out". These three baskets sit on a corner of a desk or, in case of files, on top of a file case.

The proper number of each HCO Station for any given office is as follows for a full HCO staff: (where numbers do not have terminals in an office, the numbers must still appear on a basket)

1. LRH
2. HCO See
3. **HCO** Area See
4. **HCO** Communicator
5. Sec'I Exec Dir
6. HCO Bd of Review
7. Files
8. Tapes
9. Book Admin
10. Shipping Clerk
11. Books Steno
12. Magazine.

Twice daily the HCO Communicator makes a full round of the Stations on the shortest arranged route and picks up all outgoing. This he takes to the Central Org (HASI type) Comm Centre and sorts into the large basket racks. He even sorts HCO material into the main Comm Centre baskets of HCO personnel. Having sorted all outgoing he now picks up in packets the mail and dispatches of each HCO person. He now repeats his arranged route through HCO and puts in the "IN" basket of each HCO Station their entire mail.

The pick-up and delivery is made at 10:30 a.m., and 3:30 p.m., daily, local time.

Each staff member is responsible for seeing that his IN basket is promptly emptied into PENDING or OUT as soon after delivery as possible and then works from PENDING to OUT on the work which requires time. It is necessary that the HCO Communicator sees to it that IN baskets are seen and emptied by HCO personnel as soon as possible after his delivery.

In trying to find a dispatch or work, HCO personnel consult with the HCO Communicator, not random staff members.

The HCO Communicator usually ignores the cross traffic amongst stations which by-passes the pick-up and delivery system but notices when somebody always has to bring a body with every dispatch and has a heart to heart talk with that person on the subject of the Comm System. In no event does he permit his own pick-up, delivery routings and timings to be thrown out by such random traffic. The random traffic amongst staff must occur to get work done swiftly at times. All the HCO Communicator tries to do is make sure speed and high priority alone avoid the dispatch system. Routine traffic goes best by the HCO Station system. Then somebody can get some work done without constant interruptions.

The HCO Communicator also keeps people on line with the colour flash system orange for HCO, green for Central Org, blue for Sec'l Ex Dir, releases, etc.

The HCO Communicator handles, logs, takes and delivers all cable traffic and can arrange or handle all long distance phone traffic. Cable traffic must not avoid him. He keeps accurate cable files and makes the copies.

The HCO Communicator puts into sendable form many types of dispatches and letters or educates staff to do so.

The HCO Communicator is in charge of the HCO Comm System in his area and makes sure that a precise, accurate job is done whether the staff is large or small. Therefore, he is no errand boy but in effect the Comm line executive of the HCO.

L. RON HUBBARD

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

HCO POLICY LETTER OF 6 JANUARY AD9

HCO PERSONNEL TRAINING

All HCO personnel must be checked out on the following items:

1. Telephones
2. Tape Recorders
3. HCO Comm System
4. Cable Procedure.

The responsible person for this briefing is the HCO Communicator, or in cases of isolation, from, local equipment sales people.

Telephone companies put out or publish in phone books the correct use of phones, how to articulate numbers, etc. In offices with various intercomms, all personnel must know how to use them.

It is vital to know safe operation of tape recorders. One can wipe or break tapes or tangle tape into a machine very easily. In handling a master this could be total disaster. Further HCO will soon be called on in some operations to play all tapes played for all purposes.

The HCO letter Comm System has been written up. The basket and number system and how they are used should be well known to all HCO personnel.

All existing and new cable procedures should be given to all HCO personnel.

We are, after all, a communications office. These, plus typewriters, are our tools of communication.

L. RON HUBBARD LRH:gn.cden Copyright@

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO Personnel HCO POLICY LETTER OF 29 JANUARY 1959

only WW

HCO COMMUNICATOR HAT

The Communicator handles both internal and external communications.

Internal communications are anything inside the Central Organization. This means communications going from one HCO personnel to another HCO personnel, from HCO personnel to the Central Organization personnel, and from the Central Organization personnel to HCO personnel.

External communications mean anything which goes on an external line to other HCQs through Continental, through World Wide.

The HC9 Communicator keeps the particles of HCO flowing. He takes your dispatches and he brings them to you and makes sure that your handling of the dispatches and so forth follows the procedure that can be handled by him.

The HCO Communicator keeps HCO in its own cormn grooves.

L. RON HUBBARD LRH:mp.gh.eden Copyright Q

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 AUGUST 1959

All HCO Offices and Assocri Secs

TIPS TO HCO COMMUNICATORS

Route Don't Read

Communicators bum up tremendous amounts of useful time getting trapped into the significance of what they are routing. True they have to know enough about the office and lines to know where things go, but obviously they can't absorb all the daia that is supposed to be absorbed by as many as fifty people working full time. The thing to do with a despatch is to see where it is supposed to go ~iul make sure that it goes right.

When you Pick it Up-Route it

Don't pick something up, look it over and put it down again without routing it and getting rid of it. Don't handle a piece of paper twice when it only requires once. Never have a pending basket for a communicator hat. Only have a pending basket for a clerical hat if the communicator is using one.

Educate-Don't Fume

Don't groan and rail when people have got the lines running wrong. Educate them carefully as to how the lines should run right. The communicator is the Administrative Educational Officer of an HCO Office.

When it's Supposed to Go-Get it Gone

Keep the lines taut. When you have despatches for cable or telegraph or airmail, don't dawdle with them-the moment you lay your hands on them, send them, that keeps the lines taut. Never let a despatch that's supposed to be telexed, cabled, telegraphed or airmailed sit around, even if it's an LT, send it when you see it not when you feel more like it.

Communications Come First

Even if a communicator has other hats, his first job is Communications. His whole attention should be devoted to organizing and smoothing lines until they can be used, rather than trying to patch up communication somehow because everything's so busy we haven't time to do it right. It's up to the Communicator to see that Baskets and Message Centres and sorting trays exist, that telephones, cables and mail can be sent, and it's up to him to see that these things are neatly kept in place and adjusted or increased when needed. Don't get a new person in the office on Monday and order some trays for him to be delivered on Saturday-person arrives, you give him trays even if you have to make them out of Stationery boxes, then order the proper ones.

Slow Communication Begets a Slow Office

It's up to the communicator to set the pace of the office. If there's something to be done he does it right now, and by snapping the lines along tautly, he or she gives the whole office an idea of speed. If the communicator is laggy, the whole office will start

to lag. The communicator speed is eventually matched by the office at large and a wait-a-while type communicator can slow an office down to a point where it will fail.

The Communicator Puts the Office on the Tone Scale

There are five technical ways to cut a line. There's another one. That's to have a communicator who is grouchy or ill-tempered or apathetic about things. You can cut a line to pieces with growls. You can hack a whole network apart by never putting a smile on it.

Random Bodies Stop Despatches

If people have a habit of dropping in for a casual chat and standing around an HCO Office without any real purpose, they'll cut up lines just by not themselves being on any lines and stopping personnel from pushing despatches out. People who interrupt people in the office, are interrupting the flow of despatches and work. Keep tabs on who does this, make a list and you'll eventually find it's a very few people. Report them to the Central Organisation as probably a unit dragger downer, minimize body calls, use Tone 40 8C when your hints fall on deaf ears. You can be called to a standstill and a communicator who won't route bodies, won't have lines.

Know all the Machinery Better than Anyone Else

When new equipment shows up-use it and learn it and you'll be better on it than the people who will operate it even if you will never thereafter use it. It's all basically communication equipment, and when it isn't being used right, it slows down your lines. To know how to stop misuse, you have to know how to use, so be an interested audience when new equipment shows up and is demonstrated and then get familiar with it, and if it doesn't get used right by the operator, nag nag nag people until the operator gets cleared on it or is replaced by a competent operator.

Know the Files

Even if you don't file, you had better be able to file and very well. For if you the communicator know all about the files you can do two things, you can get things off your lines properly and you can get them back on again out of files when needed, and there's another reason to know the files, and that is so that you can take anybody from anywhere and teach them to file when the stuff gets stacked up too high. The files may be somebody else's hat but they belong to the communicator and I look at him when the files are bad.

GET CLEAR.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 OCTOBER 1959

All HCO
Personnel
Everywhere

COMM SPEED

Speed of relay of communications, external and internal, should be improved in HCO.

HCO is basically a communications office. This means *fast relay*.

If a communication arrives in an In basket, inspect, handle and pass it on.

In baskets should not contain anything twenty minutes after a delivery. This means *any* In basket.

A communicator should report to me chronically full or delayed In baskets.

Out baskets should be cleaned and contents routed at least twice a day.

Mail should always be fully distributed within an hour of receipt.

Don't put comm lags on the line by slow relay. If you are a relay or handling point on comm, when it arrives get it gone in the hour.

Redistribute your own out basket into the message centre.

Hand despatches over to other stack baskets to which they belong.

Do what you please but put snap into comm answer and relay.

If you don't you develop special rush systems, you get by-passed.

If it's comm, handle it *now*.

L. RON HUBBARD

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"Rush" is our only faster than average label and means personal delivery or swiftest communication such as phone or cable. Our Comm System is already fast.

HCO PL 12 September 1958

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 9 JUNE 1960

Central Orgs
Sthil

HCO WW INTERNAL COMM SCHEDULE
(With notes for Central Orgs)

Change of Mail and Despatch Delivery

At 4.00 in the afternoon empty the Comm Centre, deliver all traffic and pick up all Out baskets on all stations. Redistribute in the Comm Centre baskets and stamp all final outgoing mail for 5.00 o'clock to Post Office.

At 9.00 a.m. take any cables and *express* letters only, add to Comm Centre baskets and at once distribute all contents of Comm Centre to staff stations. This should be done as close to your arrival as you can possibly make it to get traffic into people's *In* baskets as close to their arrival as you can. Do not pick up all Out baskets also on this first circuit. Do not deliver any morning mail on this first circuit, as it has not yet been opened.

Once the first circuit is completed, return to staff office and open all mail. Distribute into Comm Centre baskets. Clean out Comm Centre in carrying baskets and taking also your pick up basket make the full round again. This time leave all traffic and their mail and pick up any outgo. Redistribute outgo into Comm Centre. Do not re-deliver.

Immediately on your return from lunch 1.30 clean out Comm Centre and at once distribute the despatches to all stations. On the same circuit, pick up all contents of the out-baskets. Re-distribute these into the Comm Centre. Clean out the Comm Centre and make another circuit at once, putting the despatches into the *In* baskets, Do not further pick up on this last circuit.

Your next circuit is a delivery and pick up circuit at 4.00 when you re-distribute traffic in the Comm Centre and leave it. Do not re-deliver.

The precision and regularity of your pick-up and delivery of traffic is necessary to get people their despatches and mail at intervals they finally begin to expect and use. It may take a week or two to get the traffic smoothed out and people educated into expecting it.

Minimize all random deliveries. Hand deliver only items marked *rush* and cables and telexes. If Accounts desires a cheque signed at once it must be marked RUSH. If they want to send a telex or cable on a rush basis they can phone you, marking it rush. *Rush* means hand delivery or send it at once. A *rush* is placed in the middle of a person's desk conspicuously. *Rush* use should not be frequent.

Use your trug baskets, one for mail to be put in *In* baskets, one for the traffic in Out baskets. *In* is red, Out is green since it is going.

If your communication routine is precisely done, no matter whether traffic is great or small, you will do much to improve the tone of the office and its effectiveness. I am depending on you with a precise routine to put snap into the office.

Also please report to me any *In* baskets that remain full without the person inspecting and passing to their pending.

. Comm Pick Up and Delivery Schedule HCO WW

4.00 p.m. contents of Comm Centre delivered to all stations. All traffic, particularly mail, picked up from all Out baskets on same trip.

9.00 a.m. contents of Comm Centre, cables and Express letters delivered to all In baskets. All traffic in Out baskets picked up on same trip.

1.30 p.m. traffic delivered to all stations. Pick up from all stations on same circuit. A second delivery to all stations immediately after.

4.00 p.m. trip as above.

Note 1 Mail containing money should be invoiced at once on receipt after 10.00. Invoiced mail, particularly for books, will be picked up from Accounts station at 1.30 and, on the routine trips above noted, should be on hand in the book section for order filling by 2.00 at the latest. Some of these orders, if not all, should be completed in time for the 4.00 o'clock pick up. Thus book and meter wrapping should be concentrated upon in the afternoon to get at least some out by the end of the day and the remainder out by the following day. Book letter writing and Admin work should then be done mainly in the mornings, wrapping and order filling for mail orders in the afternoon. No special trips for invoices or book packages should be necessary with the above schedule.

Note 2 *Rush* on a despatch indicates pick up and delivery. Cables and telexes which *are* rush should be sent by phone for the Communicator. A Rush can always be picked up and delivered by phoning the Communicator. Cheques needed for signature that day can also be designated Rush, the Communicator can be phoned and can get them signed and returned. However Rush should be held to a minimum as it indicates emergency which indicates also that somebody has dropped the ball somewhere. There are no other priority designations on HCO traffic lines.

Note 3 The Comm Centre should be labelled in order of stations on the route, not alphabetically or at random. Therefore the route should always be the same from station to station and the order of names on the Comm Centre should be in the station order. In that way the Comm Centre baskets can be laid into a flat carrying basket (gardeners' plastic trug baskets are good) with a handle and can be picked up out of the Comm Centre in reverse, laid in the basket and taken out and placed in the In baskets of stations with speed and accuracy. It does not matter what order the Out baskets are laid in to the Out carrying basket as it all has to be sorted anyway at the Comm Centre.

Note 4 Nothing in the above system prevents a staff member from delivering off time despatches in person to the Comm Centre or picking up off time his own Comm Centre basket. However random deliveries of despatches in person except within one's own dept or section is frowned upon since it creates complaints that it interrupts the work of others.

Note 5 The Communicator also has a station of his or her own independent of the Comm Centre. Communicators tend to forget their own station.

ATTENTION HCO SECS IN CENTRAL ORGS

The Central Orgs in Washington, London and Melbourne and possibly Johannesburg are ready for Central Org Communicators.

This hat can be combined with See ED or with Assoc See's Secretary or Mail clerk. It has *not* been successfully combined with the Receptionist (London 1956).

If Central Orgs begin to use Communicator service the above write-up and schedule may be revised to fit local conditions and issued, after conference with the head of the Central Org, as a See ED entitled Central Organisation Internal Comm System.

HCO Continental and Area Offices have their own type of Internal Comm System already and do not need to follow the above.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 JANUARY 1961

HCOs

MESSAGE PLACEMENT

HCO's first action is Communication. Everyone should know message placement.

Cables and Telex: Original is never put on comm lines. Only copies go on the comm lines.

Take the message out of the telex, date stamp each copy. Put original in Telex basket. Hand deliver at once all copies to interested parties.

Place cable or telex in the exact centre of the recipient's desk blotter. Do *not* place in IN basket. Do *not* mix with other papers.

Recipient of a cable copy (if by telex) may destroy it or route it to other interested persons.

If there is only a cable from the company, not a telex, as it has none but original copies, it must be held and filed.

Cable answers are always delivered to Communicator by hand and have priority. They do not go on routine comm lines.

DESPATCHES

Despatches marked rush are handled by special handling. They go on centre of desk like cables and telexes.

Routine despatches go on comm lines.

Letters go on comm lines.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 30 MAY 1961

Sthil

CURRENT OFFICE WORK

Please leave current work and communications in your PENDING BASKET or open basket stacks near your desk.

It is HCO Policy of long standing that items in progress must be locatable on the visible lines of the office.

When work or current despatches are hidden away in desks, nothing can be located in an emergency. The result is endless searching.

In that I have to personally keep this office manned after 5:30 p.m. and during weekends, the least you can do to help me is keep work in progress and current despatches visible, not hidden away. I must have spent twenty hours in the last month trying to find despatches, work and bulletins on these comm lines, usually without result.

Keep work in progress and current despatches in your basket stations not in your desks.

Use your pending baskets for current work.

Keep your in baskets empty.

Keep work in progress in full view.

It will assist me enormously during your off hours.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 SEPTEMBER 1961

Sthil

DESPATCH LINES

Every person must have a basket station.

Each domestic staff member has a single station located in the back hall.

Every office member or school staff member has a three basket station located by his or her desk.

Every office or school staff member must have a desk. The station baskets must be at that desk.

The staff member may also have a beanstalk properly labelled.

But all despatches and active work must be in the office staff member's station baskets or beanstalks and *no* work may be put in desk drawers or hidden off the lines that is active.

All active despatches must be delivered where they are going and must thereafter be visibly in stations or beanstalks under visible headings.

All *in* baskets must be kept empty.

When an *in* is viewed but not done, it goes into the person's pending.

It must be possible to locate any active despatch on the lines whether it is a business day or not.

Keep your basket station straight. Keep your *in* basket empty. And keep current work visible and where it belongs on the lines.

By the way, I can always judge the state of a department by the state of the station.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 FEBRUARY 1964

Sthil Office staff only

COMM BASKETS

Joe Breeden, Miss Harris and Mrs. Thrupp are to be congratulated on the state of their Comm Baskets.

Three baskets constitute a Comm Station and consist of an "IN", "PENDING" and "OUT". These baskets are for the use of the staff member to whom the station belongs and the Communicator who distributes and picks up despatches, messages and letters.

Handling one's Comm Station does not constitute a large part of one's job. But it should be done well.

The "IN" basket should be emptied once a day at least and if one cannot care for the matter at once, the despatch or message or receipt et al is placed in "PENDING".

Money, cheques, valuables, should not be left in "IN" baskets, particularly over weekends.

The "PENDING" basket should be clean by Friday afternoon of each week. Usually this is only hard to do because it contains many things that don't belong to one and should be re-routed to those they do belong to or to files.

Work papers should never be put in drawers or out of sight, if active. They are placed in "PENDING" or left on the desk.

The "OUT" Basket is of course emptied by the Communicator and all messages and letters going out should be placed in it.

Letters and despatches should never be placed on someone's desk. They go only into the "IN" basket. The exception is Telex or rush, which on receipt is placed in the Centre of the Staff Member's blotter. No other messages should be placed on anyone's desk.

A neat and uniform handling of one's Comm Station is appreciated.

Every administrative staff member, without exception, should have a Comm Station. The Saint Hill Administrator is now continuingly responsible for this provision and for seeing that the staff member's name is on it.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 MARCH 1965

Reinimeo BPI

ADMIN TECHNOLOGY

THE COMM-MEMBER SYSTEM

In the eleven major zonal Scientology organizations of the world, a new Communications and contact system is authorized as per this Policy Letter.

The staff members of these eleven major organizations may now communicate directly with the same post as their own at Saint Hill for information, guidance and orders. The holder of the same post in another org is a Comm Member.

The Saint Hill organization chart is exactly the same as the organization chart in every one of the major organizations. The difference is only the numbers on staff. As founder I am the head of each of these organizations. Below the organizations are also exactly alike with similar or the same titles. Continental Directors and Secretaries are also preserved as titles.

At Saint Hill there is the International Council and each major org has its Executive Council. At Saint Hill there is an HCO Secretary, an Organization Secretary and a Finance Secretary and in each org there are the same level of officers.

At Saint Hill there are six departments, the Promotion Department and the Publications Department both under the HCO Division (1); the Department of Training and the Department of Processing, both under the Technical Division (2), and the Accts Department and Material Department both under the Finance Division (3).

All posts and functions come under the three divisions and six departments.

HCO (Division 1) promotes and registers; Technical (Division 2) applies all training and processing for the Org and public; Finance (Division 3) takes care of all money and property.

In eleven orgs any staff member or executive may find his senior comm-member on the Saint Hill staff and communicate directly for aid, guidance, co-ordination, clarification of policy and orders. In cases where the matter can't be handled at lower echelon at Saint Hill it is referred through channels at Saint Hill directly to executives here or myself. In the eleven major orgs, executives may go direct only to their own senior comm-member at Saint Hill. Reversely Saint Hill Executives may go only to their junior comm-member in the org.

The lines are thus open at parallel to Saint Hill, but go up or down only through channels inside the orgs.

This system once existed from London but dropped out. It was very successful marking our time of greatest expansion. It is for the first time authorized and made official.

Now any case audited or person trained, as well as other matters, can become the subject of direct rapid communication on our enormous telex network or by air or surface mail. The slows caused by overwork at executive level are unblocked. Saint Hill can now advise quickly on any difficulties or new materials or policy.

We are standardizing all policy and issuing standard department "hats" based on fifteen years of org experience now being correlated.

Saint Hill is a *working* organization from top to bottom, having now the same functions and activities as every other 1st echelon organization in the world. There are no posts at Saint Hill which are not facing and handling the same problems here as in any other org anywhere. So advice and data are real and the exact problems are known and understood.

The new org pattern applies easily to orgs very large or very small without change. It adapts easily to the small city office or an org with a thousand staff members.

Copies of org boards will be freely circulated by a new system of large photographic duplication now being installed at Saint Hill.

The Comm-Member System is the result of experience already tested. It is also taken from natural laws I have discovered at Level VII and which are being applied directly to Scientology organizations over the world to bring about rapid expansion. This expansion is being designed to take place at a faster doubling rate than before.

The organizations of Scientology now considered first echelon orgs (Oust below Saint Hill) are London, Washington, Los Angeles, New York, Melbourne, Sydney, Perth, New Zealand, Johannesburg, Durban and Capetown. All other orgs should attach themselves to their Continental org and employ the Comm-Member System with its staff as senior comm-members to it as it is to Saint Hill.

Continental lines, org seniorities and other lines are preserved. A first echelon org need not forward through its Continental Org unless required to do so on application by Continental Orgs to Saint Hill on specific orgs or departments for temporary periods.

Purely Pioneer areas now being handled by Saint Hill such as the Pacific North-west, Canada, Japan, Russia and Asia remain under Saint Hill control and where embryonic-Pioneer orgs exist may use the Comm-Member System with Saint Hill as it may apply to their staffs or committees.

Franchise holders are not affected and continue as usual direct to the Saint Hill Franchise Secretary and may not use the Comm-Member System which is reserved exclusively to orgs or city offices.

All existing lines inside orgs or existing org seniorities in the first echelon continue and *must not* be severed or dropped because of the new arrangement. It will be found all lines now in still work exactly as before and the Comm-Member System merely opens new channels in addition to existing seniorities and lines and the new pattern only makes orderly and complete an org pattern which came almost fully into existence last summer. Hold existing lines in when they have worked for you. You will find they still answer up even under the new pattern.

The specific benefit to the public of the Comm-Member System is the improved service ability of their local orgs which can now obtain fast case advices or get training queries answered from Saint Hill experts in very little time and who in their turn can place any difficult problem before me in a matter of minutes.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 MARCH 1965
Issue II

Rernimeo

**THE COMM-MEMBER SYSTEM
ROUTING POLICIES SECTION**

Definitions: THE COMM-MEMBER SYSTEM is a direct Communications System between the staff member of one org and only the exact staff post in another org without vias. It is governed by direct policies and regulations and its own technology of handling matters. IT DOES NOT CHANGE OR ALTER ANY EXISTING INTERNAL OR BETWEEN-ORG POLICY OR COMMUNICATION CHANNELS.

ROUTING

Any but the following routing is offline and therefore Dev-T in the CommMember System:

1. **A. ROUTING.** Goes directly across from own post to same org post in another org only. Do *not* go across to same post and then up or down. This is clearly marked at the top of all despatches so routed "#A Routing", with no vias marked.

2. **B. ROUTING.** Goes up in one's own org and across and down again to the same post as own in the other org. Despatches so routed are clearly marked at the top "#B Routing" with a full list of vias, written on it by the sender. Each via initials and forwards or stops it, says exactly why and returns it to sender.

3. **C. ROUTING.** Goes up to one's org superior or superiors on channel as per Org Board only. One's own superiors can send it across if they wish to their similar post in the other org but it cannot be so routed by the original sender. Do not go up in own org and address across to a superior post than your own in another org. It must only be addressed to superiors in one's own org. Despatches so routed are clearly marked "# C Routing" and have the proper vias for one's own org marked on it by the sender for forwarding inside his own org.

4. **D. ROUTING.** Goes inside one's own org to anyone else in the org up or down. Despatches forwarded are called "#D Routing" with the person to whom addressed clearly marked. D Routing is entirely limited to one's own org and is not forwarded across to another org except when demanded or as an enclosure in other despatches. D Routing means "to a specific post in one's own org, superior or junior".

A Senior Org is defined as the top org heading an echelon of orgs. Saint Hill is the top org to eleven other orgs but amongst these there is Continental seniority. The Continental Org is senior to the other orgs in that zone but as these all form one echelon to Saint Hill, Saint Hill is senior to the rest.

A senior Comm-Member (not senior staff member) is one holding a duplicate post in a senior org.

A junior Comm-Member is one who in relation to Saint Hill holds the duplicate post in any org in the first echelon of eleven orgs just below Saint Hill or in an org in that echelon of eleven junior to the Continental Orgs.

An org founded or salvaged by an org is junior to the founding or salvaging org and its staff members are junior to those of the same post in the founding or salvaging org.

Orgs or offices not included in the first echelon below Saint Hill have as their senior org that org of the next upper echelon which handles or controls its traffic. Orgs of the second echelon and lower communicate only to the founding or salvaging org on the next echelon above them or the org to which they are assigned. They may also communicate parallel to orgs of similar seniority in their own echelon but seniority must otherwise be assigned. Questions of seniority of orgs are settled by appeal to the International Council.

Note: On inspection, with the assistance of sketching a few examples, the reason for these routing regulations will be very evident. Any other routing than the above *would make trouble all around*. So any routing not covered in A B C or D must be *spotted* and called Dev-T, being offline.

SUBJECTS

5. Discussing other than one's own concerns in despatches beyond normal ARC is Off-Policy and should be returned as Dev-T.
6. Writing for somebody else than one's own hat is Off-Origin and should be returned as Dey-T.

ORDERS

7. A senior Comm-Member should not give direct orders to his junior Comm-Member on the A Routing. Direct orders may be given only with B Routing and any direct order not following B Routing is *offline* except in cases of extreme urgency as in the case of books about to be shipped or a spinning pc. Such cases are called **URGENCY ORDERS**. An Urgency Order given an A Routing must be followed at once on slower channels (airmail) by repeating it with B Routing through channels. The original must begin "Urgency Orde?" and the forwarded-through-channels copy must

begin with **URGENCY ORDER FROMTO DATE
SUBJECT ORIGINAL SENT VIA TELEX (ORDER GIVEN) BECAUSE
.....(REASON FOR IT)**. If an Urgency Order given with good reason on A
~o*u*ting and properly followed with its B Routing copy is not complied with at the
other end and there is any actual loss of money or property or damage to persons or
cases or property or repute as a result of the non-compliance, the HCO Justice Codes
(HCO Pol. Ltrs. of March 7, 1965 Issues I, II, and III) apply. Only a senior
Comm-Member may give an order on the Comm-Member system.

8. If an order which is only given B Routing is not stopped by a post superior to the two Comm-Members anywhere on the line. and is delivered to the junior post and is not complied with or acted upon, the HCO Justice Code applies regardless of lack of loss or damage.

ADVICES, QUESTIONS AND ANSWERS

9. Ordinary traffic on A Routing is usually data or questions or answers from the junior Comm-Member to the senior Comm-Member and advices, questions and answers from the senior Comm-Member to the junior Comm-Member.

TIPS

10. C Routing is so marked and used when a staff member wishes to call his own org superior's attention to a datum or statistic or even a rumour which seems to have basis in fact. One marks the despatch C Routing as above, with all vias written on it by the sender up to the sender's own org department which might be interested. It is initialled en route and is simply received by the Comm-Member's superior in his own org with no ack sent back or expected. It is just a Tip, not an advice or a real comm. EXCEPT that when a long letter or report *received* by A Routing is forwarded to one's own superiors in one's own org the staff member forwarding it must cover it with a brief digest despatch giving the possibly important datum or must underscore or circle the important parts with a different colour pen so one's superior can clearly pick out the datum. No comment should be made by the staff member originating the tip as that makes it an org comm which must be acked. Making tips into internal org despatches is Dev-T as it is *off-origin*. The staff member forwarding the tip to his superiors is not the sender. Data can flow freely on lines without acks as it's just data. Thus C Routing is only a data line, receives no ack from the C Routed Superior to the staff member who forwarded it or the originator who sent it from the other org. Usually the recipient of a Comm-Member despatch on a C Routing just sends it on to Files by marking it F with an arrow.

If the person who forwarded it wants it back he marks it "Ret. to (name)" and the arrow is drawn to that when seen by the superior. It is expected that the person in the org to whom his other org Comm-Member addressed it will ack the message as a message from his junior or senior Comm-Member in the other org.

GREETINGS & INFO

11. Greetings contained in a letter or despatch such as "Say hello to Bill for me" are handled with D Routing as in D above. The greeting bit is clearly circled with a different coloured pen than the original and the message is clearly marked D Routing, the greeted person's name put on it and arrowed and is forwarded to the person being

greeted. He or she marks it F with an arrow and it goes to files. If the Comm-Member wanted it back with a "Ret. tothe greeted person returns it to sender without ack or comment but only an initial by the greeting itself. To handle any other way or to comment is Dev-T as it becomes an Org Despatch.

12. Information goes by D Routing. Any Comm-Member System despatch in the senior or junior org may become INFORMATION. Such a despatch from another org is received by the senior or junior Comm-Member and when it is thought that it contains important information of interest to some other staff member of the receiver's own org above or below him on the command channel or across in another department or division, the whole message is clearly marked "D Routing", its earlier routing crossed out; if to be returned to the forwarding staff member it is marked "Ret. to" with the staff member's own name or post name. If it just goes to files afterwards it is marked F with an arrow. The information bit is clearly circled or underscored with a different coloured pen. Adding comments to INFO bits in forwarding or in returning inside one's own org is Dev-T as it is made into an org despatch by the comment. If acked with no "Ret. to" on it, it is marked F with an arrow and is sent to files.

13. Routings: C and D sent with a comment by the forwarder or returned with a comment by the receiver is Dev-T. However, if vital data is also known by the forwarder or returning staff member an org despatch is attached as a separate piece of paper. This makes the Comm-Member despatch simply an "enclosure" to an org despatch. If however the org despatch does not contain other data or orders than idle chatter it is Dev-T. Therefore Routings C and D do not apply when a despatch is added, for a routine internal org despatch has been made of the Comm-Member despatch.

14. A, B, C and D Routings are not "brought by a body" ever, any more than routine org despatches would be. By "Brought by a body" is meant brought in person not by HCO. Also A, B, C and D Routings are not returned by a body.

FAILURES TO ALERT

15. Any staff member in a senior org (an org senior on the comm lines to the other org, not **just Saint Hill**) having vital data concerning an org, department, unit or section that is IN AN EMERGENCY STATUS or information clearly indicating it should be, who does not bring the matter effectively to the attention of superiors in his own org is liable to the HCO Justice Codes under neglect or omission, a Misdemeanor. If failure to advise results in loss or damage to the other org's income or public repute or his own org's, the matter becomes the subject of a Committee of Evidence, making the staff member who received the information an accessory to the other org's default or upset.

16. A junior Department Head Comm-Member who does not advise the most senior Comm-Member on his routine lines of lessened income or traffic when it has continued for three consecutive weeks in his department, becomes liable to HCO Justice Codes under the heading of a Misdemeanor, if not personally at fault, or a crime if at fault for any reason. Such a report from a junior Comm-Member must contain specific, detailed data as to possible cause and a specific detailed recommendation to the senior Comm-Member for correcting the slump. Such a report is called a SLUMP REPORT. The receiving senior Comm-Member must pass this report at once to HCO OIC-In-Charge in his (the senior) org marked "Priority" in Red. It does not go via channels but by D Routing and is made part of the senior org's own OIC summary report on orgs for the week.

The senior Comm-Member must demand (not orders) at once from his junior Comm-Member on receipt of a SLUMP REPORT, any data he thinks he may need or doesn't know or wants to know about the situation. It is forbidden to send orders at this stage as insufficient data is to hand but any advices may be sent by the senior Comm-Member.

17. If a slump, determined by raw data (statistics) reported or not, [occurs] in any executive junior Comm-Member's Division, org, department, unit or section and the condition continues two months despite advices or orders the senior CommMember must despatch HCO Conditions Unit in his org requesting the assignment of an Emergency Condition to any part of the org controlled by his junior Comm-Member. HCO assigns the condition with a despatch to the Division head or heads of that org on B Routing clearly marked in Red on its face EMERGENCY CONDITION in very large letters such as a stamp.

18. On receipt of an "Emergency Condition" the junior Comm-Member *must* inform his senior Comm-Member what he is doing about it and co-operate with his org and any senior staff member to his post.

19. If an "Emergency Condition" does not produce results the senior CommMember, after a reasonable time, must inform his superiors of the fact with all the data he has and with a specific recommendation concerning the handling of the situation.

20. A Comm-Member (senior or junior) must do what he can for the morale of the other Comm-Member during the other's *periods of stress* without undermining the org's executives with his sympathy for their subordinate at "being badly led". The Comm-Member must realize that the other Comm-Member is already under stress when things are going wrong and try not to be short or sharp or flashback or call names. Routing is so direct and there's so much theta on the line that misemotion can blow the other end to pieces (the first organizational lesson ever learned about Scientology's open comm lines). The thing to concentrate on in any condition of stress, emergency or not, is to keep the Comm-Member on post and working. The Comm-Member should knock out the other's generalities with "**WHO SPECIFICALLY?**" and cure the junior CommrMember's ARC Breaks with his environment. He should then get the other Comm-Member to spot and remove distractions, barriers, non-compliance and after-is, augment the purpose of the other's post or department or division or org, strengthen the edges of the channel and find and help reduce the real opposition where possible by any valid means. This approach is better than quoting policies during stress. This procedure usually applies from a senior to a junior Comm-Member. But may sometimes become reversed, depending on who is under stress. If done by a junior Comm-Member it must be realized that a senior Comm-Member has three to eleven junior Comm-Members and good wishes and some understanding words may be far more valuable than several juniors "auditing" their senior via this system at once.

21. A junior Comm-Member must not overwork or unnecessarily worry his senior Comm-Member by caprice, long despatches, irrelevant material, gossip, hearsay or entheta. There are other orgs being handled by the senior Comm-Member as well as his own post and the senior Comm-Member is apt to be sharp about Dev-T and rightly. A junior Comm-Member can find himself involved with the HCO Justice Codes at a crime level for nrisinforming; or falsifying reports or enturbulating or losing one's temper over a long comm line. Any Comm-Member must report such offenses when flagrant or upsetting to HCO Justice at once.

22. In using A Routing be very certain that brevity for the sake of speed does not defeat itself. A too brief message, a garble, causes a repeat request which multiplies the message traffic by three. Always read a message you are sending before you send it as though you knew nothing about it and were receiving it. Put "ARC" between sentences when using cable or "Stop". In cabling *and* despatching always number your despatch with the date of the day + your post initials and your org cable abbreviation and the post in the org you are addressing (abbreviated) and note the number and subject in your own log. Answer a despatch so code numbered by repeating its code, not your own and adding a digit to the end of it to show which message it was, the first, second or third on the same subject. Omit the I but always add the 2, 3 and so on in rotation, using the original code number with the original day date. The Comm Officer can show you how. That way messages can't "cross" and cause a wonder of which was sent first. Sloppy comin procedure over long lines is Dev-T. Always be legible. Don't scribble. Write so it can be read. An indecipherable message is a curse. Use lots of airletters, spare cable when you can and avoid enclosures when possible as they require a large envelope and aside from weight cost nearly three times as much as an airletter. Address the post and the org. Use initials in cables remembering DP is director of processing and PD, is publications director. Use Dept and Division in addressing airletters such as, to Div I Promreg Address-In-Charge. Always address airletters in the order Division, Department (unit or section), Post. Avoid personal names on addresses between orgs but use the person's name in "Dear " if you wish. Your senior or junior Comm-Member in another org is your same post with the org name added instead of your org's.

23. Anybody may write his senior or junior Comm-Member, not just executives. Where staff boards do not have further designations for their non-executive posts, a staff member who has no executive title simply addresses "Staff Auditor, Saint Hill from Staff Auditor Benson Sydney". As these types of post increase and decrease in number it is not always possible to get the same line in and it is best to generalize in addressing. For example: "To Maintenance Staff Member Saint Hill from Maintenance

Staff Member Melbourne". There are not many such posts with no further designation and they are usually sorted out but cross at times; The questions usually get answered.

24. All regulations apply to general staff members as well as executive staff members.

25. Complaints about routing when the staff member himself cannot get his communicating staff member's hat on himself should always be forwarded to the HCO Communications Officer in the org where the complaint is made. The HCO Communications Officer will take the matter up with the Communications Officer in the org mentioned in the complaint. If this does not bring results it should be reported directly to the HCO Area Secretary of the org making the complaint who takes it up with his or her communicating member in the org being complained about, and can request direct discipline or a Committee of Evidence of the other org depending on the magnitude of the offense. No discipline may be ordered by a senior org member to a member in another org. One may be disciplined only by one's own org. But when one's own org fails to discipline it can be subjected to a Committee of Evidence at its top levels by an org just senior to it, not necessarily the next echelon org. The Continental Org is usually so requested by Saint Hill when offenses warrant it and discipline seems to be gone in its comm lines or in the org and it will not act.

26. Letters from the field or public that get into the Comm-Member System should be turned over to the Letter Registrar for answering as they're in the line by error. All letters received by an org are opened by the org before distribution. However public mail after being opened in the comm centre may also be replied to by the staff member it is addressed to but he or she should remember that they must be handled in accordance with Division I HCO policy. The Communications Officer should ask the staff member if he or she wants them if the public or offline character is noted by the Comm Officer or called to his or her attention by the staff member. If the staff member does not want it, it is properly routed by the Comm Officer to Letter Reg. But in any event the Letter Reg should be given the original and a copy of the staff member's answer for files.

27. Any letters received in the Comm-Member System should go to CF with copies of the reply when answered. No staff member may have a file containing letters older than 2 months. If retained at all they must be safeguarded and eventually turned in within two months. Comm-Member letters are org letters and may not be destroyed but must go to CF where they are filed as to org and post.

28. Franchise Holders' queries may not be answered by other staff members than those authorized and should be turned over, when received, to the Franchise hat in the department or org. Answering Franchise Holders attempting to use the Comm-Member System is forbidden.

29. Merchants and business persons and specifically lawyers and accountants may not correspond with staff members on the org's business unless it is the duty of the staff member.

30. The Comm-Member System does not in any way change any other routing or comm. policy in an org internally. Its internal lines remain as always with the same procedure as before this system came into effect.

3 1. High hatting is a term applied to a practice of wearing only one's highest hat in a small org using the Comm-Member System and also in receiving an order or advice as a lower Comm-Member and "going upstairs" with one's hats to refuse it. In a very small org, it is very wise to write from the hat one is talking about to the Comm-Member in a bigger org that wears that hat, and then, in receiving the reply, receive it as the hat that asked the question or sent the data. Help the big org's brass by querying from the hat that wants to know and receiving the reply as the same hat in proper parallel.

COMM-MEMBER SYSTEM COMM POLICIES SECTION

1. Communications may not contain entheta or misemotion. Our lines are too open and magnify it and lines are blown up when these are used over long distances.

2. Communications to Saint Hill may not criticize one's own org seniors and Saint Hill communications to orgs may not criticize Saint Hill or org seniors. The surest way to interrupt the comm lines is to give executives cause to interrupt or intercept.

3. Saint Hill advices must not give unusual solutions where actual policy or technology exists and can be pointed to. Don't alter-is data in handling org problems. The data you are receiving from the other org may not be correct or complete or sometimes false and thinking up new procedures that alter old to solve the "problem" is to introduce an arbitrary order on an already false base. If standard policy doesn't seem to apply then the "problem" is probably misrepresented and doesn't exist that way. Get data before you advise, or use standard advices only.

If the other fellow can't seem to apply your advice, then you haven't been given the real facts or the complete facts-try to get them and then re-advise. If the other fellow still can't understand, then study materials apply. He or she needs Remedy A or B on our Policy or earlier Organization contacts not a new solution.

4. Clear any Promotion ideas with your Division 1, HCO, before you advise them or question HCO so as to keep the offerings real and uniform. You may interrupt an existing programme.

5. Clear technical recommendations or requests (such as in an HGQ with your Division 2 before you make them, so as to prevent getting a squirrel activity going in some org with consequent upsets. The technical data or solution probably already exists.

6. Clear financial and materiel recommendations or queries with your Division 3 before making them as the policy or planning may already exist for the org being advised by you.

7. Avoid giving orders or advice that can be used to make you wrong when it's misapplied. Be Sure of data and what the question really should be. Then advise.

8. Report pronounced statistical changes you get wind of on your lines to your superiors. But never report entheta and mere opinions or runiours-the data is too fragmentary to be of value. Get statistics if you hear something weird and if the statistics are bad (less money, less bodies, less anything) report it. **But REPORT ONLY STATISTICS.**

9. Continually find out what's working well and why things working well in one org aren't in another. Realize faulty utilization, not the policy itself, is the commonest fault. Like a technique, they're not using it right.

10. Report large statistic changes up or down you notice in any org at once to your superiors and your senior Comm-Member or superior, and report loudly when statistics continue bad. Report very loudly and until you are heard.

11. Kill off "bush telegraph" with facts. Reduce the rumour factor all you can. It is valueless in itself being fragmentary data. Use it only as a signal to get more specific data before you make up your mind or report it to anyone.

12. Be absolute death on "everybody". Anyone saying, "Everybody here says _", "The field here thinks", "They " or such generalities should be sharply answered with WHO SPECIFICALLY says or thinks or feels? You'll find one or two people have become "everybody" as that's the mechanism of an ARC Break-when people have an ARC Break in general they generalize. Reporting the opinion of one person in a zone as the "opinion of everyone" in that zone can falsify ARC and ruin sound planning. Find out who "everyone in the Academy" is-Bill or Pauline. An ARC Broken (upset) person, misemotionally reporting in a letter or telex invariably generalizes broadly in an effort to justify his misernotion and make a proper effect. In finding out the exact identity of his generalized "everyone" you cure his ARC Break and don't let it cause ARC Breaks between your org and his.

13. Use your lines to bring order. Never use them to enturbulate.

14. Use the power of your line (its calmness and good sense) to handle disturbances. Don't threaten or nag.

15. Material passing along the line is subject to the Justice Regulations if the content violates any of them-Le. inciting to insubordination, mutiny, placing a superior in danger. Cold raw statistics, *provable facts* alone do not violate the Justice Regulations. Saying George X is "a lousy superior" is subject to Committee of Evidence; saying "since George X took over this post enrollment has fallen, being an average of 100 in the last six months before he took over and only 15 in the six months since"-if that is true and can be checked up on, it is not Committee of

Evidence for the reporter. Facts not opinion keep a person reporting (and an org) out of trouble. **REDUCE RUMOUR AND OPINION TO RAW DATA BEFORE YOU REPORT IT OR PUT IT ON LONG COMM LINES.**

16. Differentiate amongst purposes, sub-purposes, senior policy, routine policy, directives, momentary orders and advice. All policy does not have equal value. Policy can't exist down to the details of getting it into effect. That requires orders and advice. The policy of "Get the job done!" is very senior to a policy relating to the expenditure of ballpoints. A martinet is only one who insists on following policy down to idiot level, using policy for how to shine shoes or bite fingernails. A good leader only gets major policy in *hard* and uses the rest as specific orders or advices. Not following important policies is a shooting offense. Using small policy as a means of avoiding the major policy is also a shooting offense.

17. One mostly causes his own trouble on his comm lines. But like the inexperienced auditor who can't spot the point where he started the pc's ARC Break, the person who starts trouble on a comm line seldom sees how or why. Usually it's not understanding what's said or not answering.

18. Don't try to impress on org conim lines if you have nothing really to say. "We're running a *Great* Comm Course here" is an idle statement. "After taking our Comm Course, 91 % of our students pass their HCO Bd Provisional" is, if true, the *only* acceptable way to brag. We have had too many "great auditors" and "great instructors" whose statistics were down graphs and failed students. Brag with statistics on an org comm line.

19. Warn when your senior or junior Comm-Member is "under the gun" or getting into disfavour. (But say who says what. *Never* generalize in such an instance. It's vicious and stupid.) For maybe the person you warn is innocent and can straighten it up as so often happens before a needless Committee of Evidence, called by rumour.

20. Never recommend a solution in the absence of data. Less havoc is caused by demanding straight data than by waiting a bit. If the situation is an emergency, however, any policy or action is better than no action.

21. Never decide about the truth about a person or situation in the absence of data. In this case a lie is worse than no data at all.

22. Realize when you catch someone in an outright lie about his post, he is not working.

23. Detect non-compliance of orders by flashback or complete absence of acknowledgement.

24. Be safe with policy. One is unsafe with off-the-cuff recommendations contrary to usual practice no matter how bright it may seem. When there is *no policy* use the purpose of the activity to make your point. Don't use unusual ideas that don't fit the purpose of the group you are advising. In the absence of known policy, make the purpose serve instead and work out a solution that forwards the purpose of the department or unit. Always report such solutions when they work. Policy is a growing thing, based on "what has worked". What works *well* today becomes tomorrow's policy.

25. Lost, forgotten or overlooked policy is more often the cause of trouble than circumstances themselves. The person who is in trouble got that way because of dropped policies. Policies are the solutions which solved yesterday's lacks or troubles and which if followed will prevent tomorrow's troubles. Therefore present loss of or non-compliance with policy is asking for trouble tomorrow. Almost all current trouble is occurring because of departures from policy yesterday or from causes never before experienced by the group. Policy is group experience. Followed, the group advances. Abandoned, the group falls away. Only Scientologists dare become fiends about following policy for only Scientologists know enough to erase it when it no longer applies. But drop a policy as if one were letting go the only piece of wood in the ocean-once gone there may be no rescue to hand. To demand that unimportant "policy" be followed slavishly or to use it to balk org; purposes is *another* way of dying. For it makes people fight major policy and fighting that they have disasters. A group is only a collection of different people without policy to agree upon. For policies are the points of agreement which make the group into a True Group and an irresistible force. Using policy intelligently is the only way a group can ever advance.

No policy at all or non-compliance with major policy is the basis of every upset that will be reported to you whether the fact is stated or not. Purposes and Major policy are very safe roads. Leaving them leads to too many quicksand pits for anyone to be mild about departures from policy.

26. Be inexorable and continual in getting purposes followed and major policies in. This is the, whole secret of producing startling statistics.

27. Use the formula for putting power and velocity into a line and group: from the group purpose remove distractions, remove barriers, thrust aside non-compliance with by-pass, strengthen the edges of the channel and make sure there is a will to follow the purpose. Like magic the group will come to life.

28. The way to audit a group that is in collapse is (a) get them to realize their purpose, spot their past distractions, alter-is and barriers and remove them, (b) get them to strengthen the channel edges to prevent wandering off it, (c) get them to see how the group purpose can be achieved, (d) take out of the group by any method those who have sought to suppress or invalidate the purpose or the source of the group's purpose, and (e) handle as a horrible example all those guilty of rion-compliance expressed as laziness or mutiny, (f) provide space for the group to move toward in their action and (g) spot the exterior opposition to the group's purpose and begin to reduce it, (h) and be sure the group is energetically led by someone dedicated to the group purpose and intelligent enough to learn and follow policy and report new lessons.

If these things are done in the group even when not on its individual members, life will magically appear. for the formula of livingness has been used-which is "To have and follow a purpose." Now if one also theri audits the individual members of the group to increase their abilities, nothing can stand in the group's way and still remain standing. Man has hit on this formula accidentally sometimes when starting a war or mob actions and the result is highly destructive to one and all as the purpose was a very bad one such as "Kill all Arabs" or "Lynch the man!" These are just reactive bank purposes gone into frantic dramatization, not rational thought. But Man rarely rises above this in applying his instinctive feelings about groups. Sometimes there is a "born leade?" who knows the ropes by experience or instinct but his ability is "unexplained" or called personal charm. When the purpose is good it then has theta, not entheta, and the result is fantastically successful. To the degree an executive can't or won't do as a starting or continuing action (a) to (h) above, the group fails and lacks life. There will be as much life in the group as the purpose is worthwhile and (a) to (h) is executed. The keynote of insanity or death in a group or person is the presence of the symptoms implied in (a) to (h) above. The ability to apply arid execute these is called "Leadership" or "executive action" in Scientology. Mankind has not achieved a clear definition for either until this time.

29. A comm line of an org is a trust, not a right. Anyone can speak as he pleases on his own line. But when it is a group line it is held in trust for the group and used for the group. Never confuse one's own personal impulses and freedom of speech with the comm lines of a hat in a group.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 JANUARY 1966
Issue III

Gen Non
Remirneo

SCIENTOLOGY ORGANIZATIONS COMMUNICATIONS

SYSTEM: DISPATCHES

(Revises HCO Policy Letters of 8 April
1958 and 13 December 1962)

An intra-organizational dispatch is a simple thing. You can keep a copy if you wish, but only one copy (the original) goes and comes back.

When writing a dispatch, address it to the POST-NOT the person. (If a person changes post, or leaves, if you address the dispatch to the post, it will be received by the new occupant of the post, but if you address it to the person, then if the person leaves it may not be received and handled.)

Set up a dispatch as follows: (for information or advice)

Example:
Mimeograph Officer
Supply Officer(date)

Dear

Your order of (message).

(complimentary close)

Signature

or for a request or an order:

Mail Clerk
via Dir Comm (date)-

HCO Area See

Dear

Please see that(order or request).

(complimentary close)

Signature

This form is used so that when it is ready to be returned, an arrow can be drawn pointing to the post to which it is to be returned, eliminating the need to write it. If the message is one that should go in your hat, either put it in your hat and acknowledge sender, or write it up for your hat, returning the original to sender. If the

dispatch comes to you from a junior always insist the junior has attested "it is okay". If you in turn wish to send it on, you too must attest "it is okay" and send it on. If it is not OK return the dispatch to the originator stating briefly why it is not OK.

The receiver handles the dispatch and *retains* the dispatch until such time as it has been completely handled. If it is a matter which involves days or weeks, you can dispatch the sender stating that such and such is being attended to and expected to be complete within a certain time-but retain the original dispatch until job is done, *then* return it to sender marked "DONE". Do not return the original with "It's being attended to". Originals only return with "DONE" or "Can't be done". Otherwise the communication stays incomplete.

When replying to a dispatch, put down the date of the message. Dispatches are handwritten. Executives, other than Exec Sees, should not have their dispatches typed by a secretary except where the dispatch contains large volume.

COLOUR FLASH SYSTEM FOR DISPATCHES AND LETTERS

The colour flashes for paper for divisions are as follows:

HCG Division 1 - Gold
HCO Division 2 - Light pink or violet
Division 3 - Deep Pink
Division 4 - Green
Division 5 - Grey
Division 6 - Yellow
Division 7 - Brown [Public Division Flash Colours
Division 8 - Orange added per HCO PL 23 May 1969.]
Division 9 - Blue or White

White paper is also used for letters to the field, business houses, Board minutes, and for manuscripts and research notes.

Copies of letters written are on the colour flash of the division writing the letter.

WRITTEN REQUESTS

If you have a request, put it in writing. Do not go to the person and expect him to carry your request around in his head. Personnel are not supposed to present their body, nor their body with a dispatch to other personnel except for actual conferences which are kept to a minimum. Few things need conferences. Dispatches take care of 99% of organizational business.

COMM CENTRE BASKETS

The Comm Centre contains a basket for each staff member. Each basket is tagged with the person's name and underneath the name is their post or posts. Each person is responsible for delivering his own dispatches to the proper baskets and for picking up daily his own dispatches. Do not fail to pick up your dispatches at least twice a day (once in the morning and once in the afternoon-make your own schedule). But do not let dispatches pile up in your basket.

In larger orgs a Comm Centre and separate Divisional Comm Centres may be instituted. The Comm Centre would consist of one basket for each division plus a basket for L. Ron Hubbard and an outer org OUT basket. Each divisional comm centre is placed in the divisional working area with a basket for each *staff member* in that division plus a divisional in-basket and a divisional out-basket. An HCO dispatch courier would be responsible for delivering dispatches into the divisional in-baskets and from the divisional out-baskets into the comm centre baskets. The see see is responsible for the distribution of dispatches from the divisional in-basket to staff members' baskets.

ORGANIZATION BOARD

Keep abreast of all post changes. As the Org Board is changed, the Comm Centre baskets are changed. Always know who is occupying what post so that when you deliver a dispatch you will always know whose basket it goes in. If you are not sure, check the Org Board.

RESPONDING TO COMMUNICATIONS

Handle your dispatches daily. Do not let them stack up on you. When someone sends you a dispatch let them hear from you. Do not get the reputation of 'I hesitate to send so and so a dispatch because I don't know when I'll hear from it, or if I'll ever hear from it.' **DO NOT LET YOUR DISPATCHES DEAD-END.** When you let your dispatches (or letters) stack up on your desk, you are in actuality chopping the-comm lines of the organization and in so doing chopping your own pay cheque.

ANSWERING LETTERS

Secretaries who type letters should always take care to staple the carbon copy on top of the incoming letter-do not use a paper clip. In answering letters, answer their questions. Give them the information they are seeking. Use the gradient scale method. **DO NOT FAIL TO ANSWER THEIR QUESTIONS.** If you don't know the answers, find out.

ORIGINATED DISPATCHES

The purpose of the secretarial unit is to type answers to letters. Most all intra-organizational dispatches can be handwritten: this saves time in putting them on tape (when you could be writing them yourself) and saves the transcriber's time for replying to letters. Stay in communication with other staff members and with our correspondents. If you don't handle your dispatches properly don't reply to the sender, as I said before, you are cutting your own pay cheque.

L RON HUBBARD

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(Note: The two earlier issues of 8 Apr '58 and 13 Dec '62 were the same basic issue as the above Policy Letter, with a few changes reflecting the evolution of the Comm System and the Org Board.

13 Dec '62 was a straight reissue of 8 Apr '58-as part of the Reissue Series (7)-with minor changes such as -the inclusion of a salutation in the dispatch example, and in the first paragraph under Comm Centre *Baskets*, *addition* of a phrase, "(except in some larger Orgs, where there is a Communicator for this purpose)" after the sentence saying each person is responsible for picking up and delivering his own dispatches.

4 Jan '66, *Issue III* (above) gave *two* dispatch examples instead of one as given in both earlier issues, showing the different routing for information or advice and for a request or an order; added the second half of the last paragraph on page 214 re including the attestation "it is okay" on a dispatch; updated the Colour *F7ash System* in line with the 7 Division Org Board, which in the earlier two issues had been based on *type* of dispatch, report, letter, carbon copy, etc. as opposed to Divisional colour flash; and deleted a second half of the paragraph entitled *Written Requests*, which read, "We have a Comm Centre where dispatches are to be placed. Place your dispatches in the person's basket, not in his hands. IT IS ANXIETY ABOUT COMMUNICATION ONLY THAT CAUSES PEOPLE TO JUMP THE LINES. There may be, however, a few exceptions: emergencies, or if you have a large article that would not fit into a Comm Centre basket. The point is, do not run around all day handing people dispatches, nor put them down on someone's desk. This tends to interrupt their work and causes confusion on the lines." It also added the second paragraph under *Comm Centre Baskets* re Divisional Comm Centres; and under the paragraph *Answering Letters*, after the sentence, "Give them the information they are seeking," deleted "-but do not try to sell them a course and an intensive if all they want is some information concerning an ad we are running."]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 25 JANUARY 1966
Issue 11

Remimeo HCO Area Sec Hat Dir of Comm Hat Comm Inspector Hat

HCO Division, Dept 2

COMMUNICATION INSPECTOR HAT

The purpose of the Communication Inspector is:

"TO HELP RON KEEP THE ORGANIZATION THERE BY ASSURING COMMUNICATIONS IN TO THE ORGANIZATION ARE ANSWERED."

The duties of the Communication Inspector are:

1. To inspect In baskets for unanswered communications especially when the Letters Out statistic is down and Letters In statistic is up and to make a complete report to the HCO Area Sec via the Dir of Comm who calls a hearing immediately on *people responsible for not* acknowledging communications promptly.

2. When statistics still do not rise, the Comm Inspector goes through Pending baskets weeding out Dev-T and Misrouted particles and putting them back on lines to the originator, and makes a complete report to the HCO Area Secretary.

3. If the statistic still has not gone up, the Comm Inspector goes through desk drawers, filing cabinets and any nook and cranny in the org searching for hidden letters, book or tape orders, requests for information, or any communication dead ended some place, In this Inspection he can look through CF files, personnel files, all Letter Registrars' files, random baskets, shelves, bookcases or any place else he wants to look. He then reports what he finds and the HCO Area Secretary acts accordingly. It may be found that orders for books, tapes, or advance registration payments and letters may be stacked up in Invoicing or in the Shipping department and in one case, some of these orders months old were found in a box in Tape Archives!

The Communication Inspector has as his primary concern ferreting out jammed inflow lines and getting letters flowing. If the HCO Area Secretary does not act on reports of Negligence by an Ethics Hearing and in cases of Gross Negligence and Danger by assigning a Danger Condition, the Comm Inspector makes a report to the HCO Exec Sec and if still no result cables the HCO Exec Sec WW.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 17 JULY 1966

Remimeo
All Staff

**DESPATCHES, SPEED UP
DESPATCHES, STALE DATE
INTERNAL DESPATCHES**

Any staff member receiving an internal org despatch that has been enroute more than three days (dated the fourth day earlier than date of receipt) must report the matter to the Director of Communications who must thereupon request the Director of Inspection and Reports to investigate and report to Dir Comm and order any resulting Ethics action.

If an internal despatch is received back by the originator more than six days after origin the same procedure must be followed.

If an answer to a despatch is not received back by the originator in a period of six days the same procedure is followed.

These time lags of 3 days and six days are to be considered extreme.

If damage results or expense occurs because an urgent message was not marked RUSH or if a RUSH message did not promptly arrive, the same procedure is followed. **EXTERNAL DESPATCHES**

Any external despatch received with a date of 3 days earlier plus ordinary transmission time must be so reported to Dir Comm and the procedure is the same as Internal Despatches.

If a despatch is not answered in six days plus double transmission time, the same procedure is followed.

On Rush Despatches, any despatch older than 1 day is considered stale dated where telegraph or telex exists.

STALE DATE

The term "Stale Date" (used previously by banks on cheques) means any despatch or answer that is older than one should reasonably expect when one receives it or any answer that is older in date from origin to answer or answer to receipt than one should reasonably expect.

VIAS

These regulations apply to all despatches and include all vias. **EXTRAORDINARY LOCATIONS**

Locations which are not served by airmail, telex or telegraph are considered extraordinary locations and stale date occurs only when reasonable expectancy is exceeded.

TIME MACHINE

All orders or queries may go on Time Machine.

A junior may place queries or info on a Time Machine to a senior and may complain to Dir Comm re stale date.

A junior Org may place queries or info going to a senior Org on a Time Machine and may complain -to Dir Comm re any stale date.

COPYING DESPATCHES

Anyone sending a stale date complaint to the Dir Comm must first answer or handle any despatch he is holding and send it to the Dir Comm with its answer.

Dir Comm copies or xeroxes the original and the answer promptly and sends the original on to its next recipient and uses the copy only for investigation.

ALL ANSWERS DATED

Answer notes on despatches and answers must hereafter be dated by the answerer.

All despatches are of course dated by the originator.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 17 OCTOBER 1966

Remimeo
All Staff Hats
Dir Comm Hat
Dir I & R Hat
I ections
Mfi'cer Hat

STALE DATE REPORTS

When reporting a stale date to the Director of Comms, bear in mind that a weekend during which a staff member is not on post does not count as two working days in the routing of a despatch. A despatch dated Friday, October 7th and relayed by the next terminal on Monday, October 10th is not stale dated right there if the terminal was not on post on the 8th or 9th, and did not receive it till the 10th.

In order to pinpoint the exact source of any delay in handling and/or forwarding a despatch, all points through which it passes must not only initial and okay it, but date it as well. A series of initials tells the Director of I & R nothing as to which of them might be responsible for any delay and necessitates body traffic.

Where -action required on a despatch will take such time as to make it impracticable for the originator to receive back his order or request within six days of the date of origin, the person carrying out the order or request must briefly acknowledge receipt of the despatch to avoid a stale date report on himself.

Such examples are where a Purchase Order is sent to Financial Planning by Purchasing Officer and where Printing Liaison Officer must obtain and get accepted quotes for the printing of materials.

The acknowledgement can be sent direct to the originator and should preferably put in the R factor as to what is being done.

Apparently losing sight of a comm cycle can be upsetting to a staff member. Keep him posted.

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L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 SEPTEMBER 1966

Remimeo

SECURITY

TELEX FILES

All Telex Files must be safeguarded by the Director of Communications and must not be available to casual callers in Reception.

This may mean keeping Telex Files in the Communications Office distant from the machine.

COMM CENTRE

Dispatches in the Comm Centre must be safeguarded against public or unauthorised interference.

This is commonly done with locked divisional boxes but if so, keys may not be left in the locks.

ORG BOARDS

The WW, Saint Hill Day and Foundation Org Boards should be hung on the walls in Reception or otherwise displayed where they can be viewed by staff and public.

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L. RON HUBBARD
Founder

NOT HCO POLICY LETTER
ORIGINAL COLOUR FLASH
BLUE ON GOLD
HUBBARD COMMUNICATIONS OFFICE
LONDON
(Issued at Washington)

HCO BULLETIN OF 15 JANUARY 1958

To: All Staff for info

For Hats of Assistant Secretaries

FIELD OFFICE COMMUNICATION

If field offices will write one subject per one letter and use airletters they will get faster service from London and Washington.

Several subjects per letter pose difficulties of interoffice transmission in London and Washington. Thus a field office may feel ignored when its correspondence is only held up.

A field office should not write to Organization Secretary or Association Secretary but to the department from which it wants something such as certification or shipping or address files.

Don't send things to a person, send them to a function. People sometimes change on post but functions are always covered.

It is cheapest and fastest for a field office to use airletters. Washington and London should reply in kind or by air where feasible.

It is the lot of a smaller office to wear many hats per person. This cultivates the idea of people rather than functions. But functions get routing in Washington and London.

The way a field office gets impatient and lonely is by getting no answers. This Bulletin is in the interest of getting more answers.

We are getting awfully large as an organization. Governments believe large organizations can't be efficient. We don't believe that so we will have to seek ways of being more efficient even if awfully larger. Clean comin is the best answer.

LRH:bt.rs.rd
20.1.58

L. RON HUBBARD

SURFACE MAIL

All heavy packets of papers are sent by surface mail, but packets so sent are still given designating numbers. [See pages 224-225 for number system.]

ADDRESSING

Addressing is much facilitated by rubber stamps for principal offices. But where a number of city offices and area offices are regularly distributed to, a hand addressograph machine with the office address files on silk screens should be resorted to.

When handling less than ten offices, rubber stamp addresses are adequate.

These should be kept on a board near the person (usually HCO Steno) who actually packets up mail and mails letters for HCO.

L. RON HUBBARD

[Excerpted from HCO P/L 2 March 1959, *HCO Cable and Dispatch Designation System*. Its revision of 4 January 1966 appears on page 224. 1

HUBBARD COMMUNICATIONS OFFICE
3 7 Fitzroy Street, London W. I

HCO POLICY LETTER OF IS JULY 1959

CenOCon

HCO SAINT HILL CABLE DESIGNATION

The cable designation for HCO World Wide at Saint Hill consists of the letters SH.

HCO Saint Hill will begin using this designation at once. When replying use the numbering system as usual.

PH:ps.rd

Peter Hemery

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HCO, Communicator WW

by L. Ron Hubbard

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

EXCERPT FROM HCO BULLETIN OF 12 AUGUST 1959

HCO Franchise Holders

HCO Offices

Central Orgs

MA

CABLE, DON'T PHONE

We are so few at HCO WW and covering so many fronts that we cannot accept the phone calls that keep coming in. In the first place a transatlantic call takes usually an hour or two of waiting by one of us before it is fully connected. Such calls have taken 12 hrs to complete. And we have missed completion so often after such wasted time and have had such bad inaudible connections even with domestic calls in England, that it's no phone.

Use telegrams and cables instead, they're faster. They have a memory. We can handle them without missing data not put down after a phone call.

In the manor staff office we have a Telex. That's a teletype like in the telegraph office. About five minutes after you file your telegram or cable it comes complete and accurate out of our Telex, typed with copies. These don't get lost. They get instant attention from the Communication guard.

When a small group such as ours at HCO WW are handling indirectly several hundred thousand people, and are handling directly, at any given time, a few thousand and intimately a few hundred scattered all over Earth, we have to have a Communication discipline to get anything done. You're part of that Comm system, so if you want something done, be brief, to the point, and use:

Airmail Airletters Cables Telegrams.

And you'll be heard fast.

Be pointless, use phones, come in person, and you won't be heard.

You are much closer to HCO WW at your letter box or the telegraph office than you would be standing at the Manor's front door. We're proud of our Comm, system. Use it!

LRH:brb.rd

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 AUGUST 1959

CenOCon

HANDLING OF TELEX MACHINES

A telex must not be turned off, shut off or left off overnight or weekends.

It does not burn any juice.

The hum you hear when the motor isn't running is the looseness of transformer coils singing, it does not mean any juice is being used.

There are three shut offs on the machine, these are the shut off in the knee-hole below the teletyper, the plug or switch into the mains, and the fuse box which is in the building; this can be pulled off or its fuse burned out.

If the machine isn't humming when you leave the office, it's off, so stop and listen to it just before you close the office door for the night.

Further, because the paper in the machine can jam, you must leave the tape able to run whenever you are not using the machine. Therefore, even if incoming traffic runs into a paper jam and/or end of paper roll, the tape will keep going, then you can, if you come in and find the paper gone or scrunched up, put in a new roll or straighten out the paper and simply run off the tape and you've got your traffic.

Always use an answer back at the end of any transmission to be certain that the message went into the distant machine all the way and that you were still being received at the end of your transmission.

Always date and time your originated despatches, this is not important on answered despatches as you have the name of the despatch being answered.

Never distribute the original copy, it is unique, there is more than one carbon copy but only one original. Therefore, originals must be put into the traffic basket always as soon as received and only carbons distributed to the addressee in the office or the person being infoed.

Keep a slate beside your telex so you can always write down your consecutive despatch number. When more than one telex is in a system you can have a number for each station you are transmitting to, these should be kept on the slate.

Use telex as though you were sending telegrams on short distance calls, you can chat on one if you're speedy but on long distance calls never chat, just send and receive, for the cost is too dear.

At the same time, always send an adequate message so that two more don't have to be sent to clarify what you meant in the first place.

We will not use telex on short or long distances without an absent subscriber attachment and a tape cutter and transmitter. Always cut your message on tape and then transmit the tape unless you can do sixty words a minute without a falter (2f 8:E 8' -2%7) %-5 %94 .9'5 5609'5').

When you first receive a telex, use, use, use it, use it all on "local", send lots of messages to yourself, cut lots of tape to yourself, get very familiar with it, then do sending and receiving.

Use it for typewriting inter-office despatches and such and in that way you'll get familiar with it.

An office that has a telex has no business using phone or despatches between it and another station. In nearby traffic only, route everything over the telex. The value of this is to kill the mystery. Phones are psychotic, they have no memory. Despatches are isolated lines. Use the telex for all traffic and educate everybody in the office to read the traffic; fix it up so people can get to the baskets and read the whole traffic daily. Better understanding and co-operation will result, thus better teamwork. Only this justifies a telex, so suppress any feeling that everything should be secret and open up those lines to get everybody out of mystery and cracking. If you do this the telex is worth about Z5000 per year. But if you use phones and despatches alongside a telex, you've defeated its purpose entirely. And it will serve no other useful purpose.

LRH:brb.r,den

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO BULLETIN OF 21 OCTOBER 1959
Reissued from StHill

Ceno

ADDITIONAL MESSAGE DESIGNATION

A new designation should be added to your list of letter designations for cables and dispatches. This consists of the letter R. It is used only by LRH when personally writing cables and other dispatches.

When replying, use the numbering system as usual.

LRH:js.cden
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Peter Hemery
HCO Communicator
for
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 OCTOBER 1961

HCO Secs Assn Secs Org Executives only

FRIDAY CABLES

Do not send on any Friday cable enttheta to Saint Hill. It arrives overnight on Saturday morning. Only I am here. There is no office staff present at Saint Hill on Saturday or Sunday. There is only myself.

When you send off a night letter full of emergency on Friday it arrives on Saturday.

There is no way to care for it. You are not in the office. I cannot contact you. There is nobody here to gather documents, type letters, run telexes or mail letters.

You couldn't figure a better way to throw the wheels out of gear.

On three of the last four consecutive Saturdays I have received cables containing a demand of violent fast action. All right, what the hell, you're not on deck, there's nobody here except myself. I have to spend all of Saturday and sometimes Sunday catching balls somebody has dropped.

The data in these cables was in each case known fully on Thursday or could have been sent early Friday by fast rate. Some staff would have been here to give a hand.

Of course, there's a much better idea. Get some order into things, stop dropping the ball and having emergencies.

All emergencies stem from omission of action at a proper time. Do things right when they should be done and emergencies do not occur.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 JANUARY 1966
Issue 11

Gen Non-Rernitneo

HCO CABLE DESIGNATION SYSTEM

(Revises HCO Policy Letter of 2 March
1959, HCO CABLE AND DISPATCH
DESIGNATION SYSTEM)

To save time and money and to increase understanding and ease of handling communications a precise cable designation system is necessary.

Smooth HCO Communication depends upon close adherence.

NUMBERING

All cable messages between and amongst HCO Offices must be consecutively numbered from each office.

The numbers begin January first of any year and close December 31st at midnight. To begin the system start with the number at one.

LETTER DESIGNATIONS

After the cable number comes the Letter designation of the HCO Area office (as given below) so that the beginning of the text of a cable from Washington DC would be 344DC - 344 being the cable number and DC being Washington DC, the originator of the cable. Letters must not be the same for any two offices.

WORLD WIDE DESIGNATIONS

R-Cable personally originated by myself. The number preceding it is the date sent, e.g., 16R means originated on the 16th day of the month by myself.

WW-World Wide-International Executive Division. These are numbered consecutively.

HCO CONTINENTAL OFFICE DESIGNATIONS

UNITED STATES	US	NEW ZEALAND	NZ
UNITED KINGDOM	UK	AFRICA	AF
AUSTRALIA	AU	FRANCE	FR

HCO AREA AND CITY OFFICE DESIGNATIONS

SAINT HILL	SH	SEATTLE	SE
LONDON	L	HAWAII	HAW
WASHINGTON, DC	DC	MELBOURNE	ME
LOS ANGELES	LA	PERTH	PE
NEW YORK	NY	SYDNEY	SYD
MIAMI	MM	ADELAIDE	AD
TWIN CITIES	TC	JOHANNESBURG	JB
PORTLAND	PRT	CAPETOWN	CT
DETROIT	DET	DURBAN	DUR
AUSTIN	AST	PORT ELIZABETH	PEL

AUCKLAND AK

PARIS PS

MESSAGE FORM

When a specific person is to be reached the message starts with that name, usually the shortest first name of the person in the receiving office or the hat to be reached is used. Example:

344DC STENO or 344DC MARY

Persons sending cables should sign the cable with their name followed by the name of their post abbreviated. Example~

MARY STENO

The final form of a message would be:

Cable Address of the Org. SIEN TOLOGY WASHINGTONDC

344DC **JOHN BOOKS SHIPPED TODAY BY EXCALIBUR US LINES BEST
GEORGE SHIPPING**

If the cable message is to a comm member designate the cable as per the Comm Member System.

REPLIES

When a message is replied to, the sending office designation is retained and a number giving consecutive times it has been used is added after the office letters of the sending office, such as:

344DC
replied to by Saint Hill becomes
344DC2

There is no reason to say 344DCI because the 344DC is always "message one". When 344DC2 is replied to the next message becomes 344DC3.

This is a vital action. We have several times had an office receive three or four cables all on the same subject each correcting the last and have been unable to determine even from the cable company which was the last message and therefore the correct one.

344DC as above would be answered from Saint Hill:

SIEN TOLOGY WASHINGTONDC

344DC2 THANKS
JOHN BOOKS

Another cable, still concerned with the same books from DC would be:

SIEN TOLOGY WASHINGTONDC =

344DC3 CORRECTION SHIPMENT ON SS CONSTITUTION =
GEORGE SHIPPING

meaning the Telex Operator was told to correct and did so. As 344DC is still available in the cable file the texts do not need long descriptions to continually identify the message or people involved. This means greater clarity and greater economy.

CHARACTER OF CABLES

Cable messages must be meaningful. Don't let economy rob the meaning by too close wording for if the text arrives *unclear*, *two more* cables will be needed to explain it.

Example of Error

235JB ARRIVING TODAY = JOHN ADDRESSO

Who is arriving? Where? So we'd have to send:

235JB2 WHO WHAT = T JOAN TELEX

meaning the telex operator and the recipient are in the dark. This would then have to be replied to with the text that should have been sent in the first place:

235JB3 TOTAL MAILING LIST ARRIVING LONDON AIRPORT TODAY

The two needless messages are nothing to sneeze at at the current cost of cables. Yet they become necessary because the sender failed to realize the text was inadequate.

CABLES REPEATED

All Org cables are repeated in routine airletter despatches carrying the same numbers as the cable as confirmation that a cable was sent or a copy of the cable from the telex, with "Confirmation Copy" written along the top of it, is sent to the org concerned by airmail in the usual org mail.

LRH:ml.rd

L. RON HUBBARD

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[Note: **SY** for Sydney has been changed to **SYD** per
HCO P/L 25 June 1966; DB for Durban has been
changed to DUR per HCO P/L 10 February 1969.1

[Note: This Policy Letter was cancelled on 11 April 1973 and replaced by HCO P/Ls 8 April 1973, How to Write a Telex, 9 April 1973, Telex Numbering, 10 April 1973, Org Designation System, 10 April 1973-1, Org Designation System Addition, and IS April 1973, Telex Confirmation Copies, in the 1973 Year Book.]

[Note~ When originally issued this P/L included Dis- Communicator's lines.
patch Briefing, deleted in the 4 Jan. '66 issue. It is
included in this footnote as of interest in the evolution
of Scientology Organizations.

MESSAGE FORM

The most basic form of written dispatches is
given
in the Central Org Color Flash and Dispatch system.
These are numbered only if they are put into HCO
lines between offices.

They are then given the next consecutive number
of that office and so enter HCO lines numbered.

To enter HCO lines they are usually briefed on
HCO color paper (orange) and numbered. In any event
they are numbered. Sometimes they are briefed and
carbon) do not repeat text. The original of the ans
wering is mailed airletter back to originating office.

DISPATCH BRIEFING

Dispatches when converted to airletter are handled
as follows:

The original is numbered and held in a folder in a
basket stack along with other dispatches being briefed the original
on that date. Two copies are inserted behind the
airletter. The abletter is started by the notation:

LA to L 613-619

(the dispatches included in the letter). The first dis-
patch is given its number and a briefed text -

613LA the text follows

614LA the text follows, etc.

One copy of this airletter is held in the folder for
later files, one copy goes to the HCO Continental (or

When this abletter arrives in London, it is presen
ted to me as itself, but any message for another person
is taken off of the airletter by the receiving HCO
ommunicator and put in the dispatch lines. When it
is answered, the answer is added into the returning
airletter dispatches.
The original airletter is presented to me in com
pany with two airletters, and one sheet and carbons so
fixed that there is a carbon of anything written on the

The new airletter is as follows: 613LA2 Answered
614LA2 Answered, etc.

The answering airletters (one original and one a
carbon) do not repeat text. The original of the ans
wering is mailed airletter back to originating office.

The carbon of the answering airletter is mailed to the
HCO Continental office of the originating office. The
orange carbon of the answering airletter is clipped to
the original briefing airletter and held in London files.

NO HCO Contihental office has received a copy of
brief airletter. When HCO Continental
receives the answering carbon airletter it clips the two
together, the dispatches and the answer, and is ap
prised of decisions and actions taken in and about area

In any Continental office there is always also an
area office. That the two are near together does not
excuse failure to follow communication procedure as

HCO Continental files will soon be wholly separate
from area files and even when in the same town they

the continent of the originating office) and the air-letter is mailed. No one is to use any lines but the HCO Communicator's lines in sending dispatches to me and only those things that are my personal business such as Washington dispatches and Advisory Council Reports are to be sent through the HCO

will be in different buildings. When any office originates airletters, this procedure is followed except by HCO Continental offices where only the original and one orange copy are sent and the original and one orange of the answer are returned. 1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 JULY 1966

Gen Non-Ren-dmeo
HOD Area Sec Hats
Dir I & R Hats
OIC Section Hats
Dir Comm Hats
Telex Operator Hats

OIC CABLE ARRIVAL TIME, CHANGE OF

(Changes last paragraph of Pol Ltr of 4 May 1966, OIC Report Form)

Due to increased traffic and the need to have a fast flow, OIC Cables from area orgs or Continental Divisions must arrive at WW no later than Saturday noon.

This can be done if OIC Officers ensure that the Divisional statistics are reported to them by Friday noon.

The Dir of Comm at Saint Hill needs to have someone who can operate a telex machine on post Saturday morning or afternoon to check the collations of these cables, getting any corrected with the telex company.

The cable, stapled to a carbon copy, should be placed on the desk of the OIC Officer WW in a basket labelled Cables IN.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 AUGUST 1966

Remimeo
LRHComm
HCO Exec Sec
HOD Area Sec
Deft of Comm
Te ex Operator

USE OF TELEX MACHINE

The Telex is a means whereby two stations can be in direct hook-up with one another via the keyboard. The telex machine can also be used for telegrams and cables.

The choice of which method of communication is to be used depends on (a) length of message or (b) necessity for speed.

DIRECT HOOK-UP

Direct hook-up is used if it is necessary that the information arrive immediately. This would be necessary usually in a state of grave emergency or danger only. The information is being received at the same time it is being transmitted. If you can dial direct all the way, this is charged for by the minute with a minimum of one minute at f I /-/-d. If it is necessary to use the operator at any point, it is charged for by the minute with a minimum of three minutes, f 3/-/-d for three minutes.

Even though one may wish for an immediate answer to a telex, it is necessary to work out what time of day it is at the receiving end. It is quite useless to send direct hook-up from England to Australia if it is the middle of the night in Sydney, for example.

CABLE

Cable is costed per word. There are three forms of Cable. LT = night letter late. There is a minimum charge for twenty two words il/-/2d to Australia - South Africa and 15/7d to USA. ORD = full rate and is charged for by the word, 1/10d to Australia and South Africa and 1/5d to USA. Eleven words ORD rate is the same cost as twenty two words LT rate. URGENT = costs twice ORD rate. LT travels overnight. ORD takes 1-11/2 hours. URGENT takes about 15 minutes. Cables to USA from England are automatically treated as URGENT by the Post Office so you do not need to address these as Urgent.

There is a point in length of cable, even LT, at which the cost of sending by Cable would be more expensive than sending a telex. You need to assess this point and this is easy to do.

All telexes and cables should be pre-cut on a tape by use of a tape cutter. Cut your tape, making sure you have no errors, then run it through your machine on "local" and time the tape running through. Work out cheapest rate. *Example:* A thirty word LT Cable costs f 1/7/6d, but if it takes only 57 seconds to run through the machine it is of course cheaper to send it direct hook-up which for I minute the minimum is Z I /-/-d.

One advantage of sending cables is that if the message arrives scrambled one can call the Cable Co and get it re-delivered. BUT on a direct hook-up you cannot do this, therefore it is essential that the tape cutter be left on for 24 hours per day. This is a cardinal rule for a telex operator and must never be forgotten.

It is a false economy to turn off your tape cutter. A few feet of used tape is far less expensive than an unreadable or lost cable.

If the paper in the machine runs out at night, or if the machine jams you can run your tape through the machine next morning and get all your cables printed up.

But if the telex operator left the tape cutter "off" and a direct hook-up came in overnight when the paper had run out, then you have lost the telex forever and this could cause a grave emergency. This has happened at least once at Saint Hill and it should be treated very seriously and be the subject of an Ethics Hearing.

The Telex Operator is responsible for seeing that executives wishing to send cables and telexes have worded them as concisely and briefly as possible and she has every right to turn back a verbose and lengthy cable for reduction of length. All the vias used in despatches are not, repeat not, printed in the cable. This is a very expensive method of communication and must be treated accordingly. The cables are sent direct as per HCO Policy Letter March 13, 1965, Issue 11, The Comm-Member System, Routing Policies Section, Volume 1 -page 207, ORDERS No. 7.

This Policy Letter applies to Saint Hill and in general applies to other orgs although their cable codings may be different.

All orgs should have a cable address registered and should notify Saint Hill and their other Continental Orgs of their Cable Addresses and of any change of Cable Address.

The staff of the Dept of Comm, HCO Division 1, **HCO** Area Sec and LRH Communicators should all be conversant with using a telex machine.

And last but not least, at all times keep your equipment clean, tidy and in good order with all necessary call numbers and instructions posted clearly and neatly.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 MAY 1968
(Amends HCO Pol Ltr of 23 April 1968)

Gen Non-Remimeo

TELEX COMM CLARITY

(Dev-T Series)

Communications-particularly telex communications-are to be written in such a way as to be understandable. Vital words are not to be spared under the guise of "saving money", or some such consideration. All words necessary to the understanding of the communication are to be used.

Dev-T, expense, waste of time and executive man hours are spent by incomplete communication.

EXAMPLE.,
Origination

127WW HCOESNT Immediately convene Board of I to investigate dropped stats in Wollongong Love HCOESWW.

Reply
127WW2 HCOESWW Done Love HCOESNT

This reply is incorrect as it doesn't say what this is all about and now requires executive time in looking up the original telex.

Correct reply would be: 127WW2 HCOESWW B of I convened on Wollongong stats. Love HCOESNT.

Another example of incorrect communication would be an originating telex needing clarification, thereby requiring 3 telexes before one can begin to comply or answer. Telex lines are for speed and quite often there is not time to get clarification. Therefore a message may go unanswered.

Every person on these lines is ordered to groove this in and be thoroughly conversant on the subject of telex communications and how to write them. Seniors are to ensure this is enforced.

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Irene Dunleavy
Staff LRH Communicator
for
L. RON HUBBARD
Founder

[Note: The telex numbering in the above Policy Letter has been corrected to the standard form using the letter designation of the originating office. The original 23 April '68 issue and 13 May '68 mimeo issue used non-standard numbering. A fully corrected mimeo, as above, was issued on 23 July 1971.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 APRIL 1968

Gen Non-Remimeo

To ensure speed and accuracy of relay Telex traffic, communicators must always include the word relay and destination, i.e. DELD "RELAY PAYER AOA".

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L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 11 FEBRUARY 1969

Gen Non
Rernimeo

TELEX LINES AND LOGISTICS

Your telex lines are powerful.

Don't use telex lines to comment. Don't use telex lines to request or to report progress. Use them to get something done or to report completions.

Two factors to remember about communication are that it can become very expensive and very complicated if control is not monitored from above.

Primarily the HCO Exec See of an org is responsible for the comm lines of that org, and this includes telex traffic. The HCO Exec See has full powers to disapprove or approve a telex to be transmitted-and uses sound judgment and foresight in doing so. Points to check for are:

- (a) The need of the telex.
- (b) Too lengthy in format.
- (c) Too brief in format. (As this can create Dev-T needing a request for clarification and its answer before it can be understood.)
- (d) Security.
- (e) Logistics.

A large portion of an org's hard earned Income can be consumed by paying excessive telex costs. It's an expensive business! The HCO Exec See by ruling this area with an iron hand can keep communication costs down to a minimum without cutting vital comm.

Logistics-don't put logistics on telex lines.

A logistics telex is only a commentary on the fact that nobody acted soon enough when they knew they had to have it, which means that planning is out; that there is no future planning to amount to a hill of beans.

Logistics traffic can obtain NO logistics of any real use. Telex traffic is too brief to do a good job on logistics, and usually ends up in the org spending hundreds of dollars-but for what-the goods still haven't arrived. Foresight and more data in dispatches do better.

Commending can go out on telex lines, and a lot of good news can come in on it. For example a new org is opening in Sweden, new franchise Centers are opening, celebrities are coming into Scientology, more Gung-Ho Groups are springing up, Ron's Journal on the launching pad ready to be shot out to the outer orgs to boost their stats. The point I'm making is that is legitimate telex traffic. Telexes that have stats-that's legitimate traffic.

Logistics are not legitimate traffic on any telex lines having anything to do with anything. I don't care if some damn fool was silly enough to run out of asbestos roofing paper for his den or whatever. Comm Ev him. "Why didn't you figure it out earlier bud?"

Something else which is a flaw on telex lines is just adding "Rush" and "Soonest" and "Immediate" to a telex line giving a false priority to every piece of traffic that goes on the lines.

Unnecessary addition of priority to telex traffic is silly. If it is priority matter give it priority, but don't automatically add priority.

To sum it up-don't put logistics on telex lines. It's a Commevable offense.

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Compiled from CS Order No. 46 by CS-3
Robin Roos
for
L. RON HUBBARD
Founder

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

HCO SECRETARIAL POLICY LETTER OF 17 DECEMBER 1958

DUTIES OF SEC'L ED

The Seel ED shall publish all Secretarials to the Exec Dir on blue paper, black ink, marked for local area. One copy to go on Staff Bulletin Board, one copy to each staff person affected. Each copy carries the corporate seal over signature.

The Seel to the Exec Dir is also HCO Steno and is under the HCO Area Secretary.

The Seel ED shall act as secretary to the board where one exists, to the Ad Comm or Ad Council and at staff meeting, shall type, get signed and distribute the minutes.

The Seel ED shall put into HCO Secretarial Letters any item she is given originally from LRH intended for all orgs.

The Seel ED shall convert any HCO Seel Letter she receives into a Seel ED for the local area.

Seel ED shall capture all seals of an org and shall hold and be the only person to use these.

Seel ED shall perform any other duties given by HCO Area Secretary or HCO Communicator.

Seel ED shall capture all random orders from exterior sources which have by-passed the lines of the Exec Dir and shall refer them to him for issue or cancellation.

All Org Board changes shall be done by the Seel ED, all Hats, and Hat changes.

DISTRIBUTION OF ORDERS

Original goes on Bulletin Board.

I copy to Dept addressed.

I copy to each hat affected.

I copy to master file.

These in essence are the only legal hats of the org.

Colour of a Seel mimeo is white paper green ink.

Colour of typewritten-green paper black ribbon.

No single mimeo or copy of Seel ever goes out unsealed. SEC'L ED

Priority of Speed:

1. Seel ED
2. HCO Steno.

Importance of Job:

1. HCO Steno
2. Seel ED.

Number all orders of F.C.D.C.

Seel ED I st Duty:

Capture all seals of org and HCO.

Seel DC:

Pub Reg and CF Promotion/Liaison on rush basis.

No order may be valid in Area Organization from outside it without Seel ED publication.

& 0~

O(Y-6

CC)

ct~

The duty of HCO Comm and See'l ED is to corral all random orders running on lines and tunnel through Sec'l ED.

L. RON HUBBARD

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NOT HCO POLICY LETTER ORIGINAL COLOUR FLASH NOT GREEN ON WHITE
HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO BULLETIN OF 24 FEBRUARY 1959
(Issued in Washington)

**LETTER DESIGNATIONS ON
HCO BULLETINS**

DESIGNATIONS OF TECHNICAL BULLETINS REGARDING CITY OFFICES AND REISSUES:

BPI: BROAD PUBLIC ISSUE
These are issued to everyone and thrown all over the place.
CO: CITY OFFICE
These are issued to all City Offices.
SRCO: SELECTED RELEASE BY CITY OFFICE
These are issued to auditors enfranchised by City Offices.
CON: CITY OFFICE ONLY
These are issued to City Offices only, not reissued.
CENTRAL: HCO AREA OFFICES ONLY, NO CITY OFFICES
These are issued only to HCO Area Offices.

These designations will appear in the upper left hand corner of the bulletin. All City Offices and HCO Offices reissue and distribute to that effect.

L. RON HUBBARD

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[Cancelled by HCO P/L 22 May 1959, *Policy Letter
and Bulletin Distribution Code*, Volume I -page 236.]

HUBBARD COMMUNICATIONS OFFICE
1812 19th Street N.W., Washington, D.C.
(Reissued HCO-LA)

HCO POLICY LETTER OF 25 FEBRUARY 1959

HCO MASTER FILE

Everything pertaining to technology, i.e. books, leaflets, magazines, tapes, technical bulletins, and including other bulletins and all policy letters are to be stamped:

HCO MASTER FILE
DO NOT REMOVE

and HCO, Master Files are to receive 2 of each of the above items with the exception of tapes where there is only one master copy.

L. RON HUBBARD

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HCO POLICY LETTER OF 29 OCTOBER 1957

HCO Secretary-Wash & London
HCO Clerk-Wash & London
HCO Hat folder-Wash & London

HCO FILES

The filing system of HCO will change as follows:

We have found it best to file many things under projects rather than company names, and individuals' names. For example, Office Supplies. If you filed a letter having to do with Roneo's from the John Smith Sales Co., a year later if you wanted to know which company you called to repair the Roneo, you would find it easier under "Roneo" than under John Smith Sales Co. Or if you buy drapes from Simpson Fabrics, the next time you wanted to know the name of the place, it would be found much easier under "Drapes" than under Simpson Fabrics. All dispatches, receipts, etc having to do with drapes would, of course, be filed under Drapes. This way everything pertaining to a subject or project would be all together, not scattered throughout the files.

Other than this, the present filing system remains the same.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
3 7 Fitzroy Street, London W. I

HCO POLICY LETTER OF 23 APRIL 1959

HCO FILING SYSTEM

CONTINENTAL FILES

1. City office file
2. Franchise for that city office
3. Accounts of that city office
4. Bulletins
5. Paraphernalia and dispatches
6. Letters
7. All other.

The rule in setting up files is: Each Division is itself and has within it an alphabetical file. The latest data is always nearest the top, or to the front of the file. The last or given name of the company or person is used for alphabetizing. Titles of staff persons but never their personal names are used in file headings.

HEADINGS OF HCO FILE DIVISION

1. RESEARCH AND WRITING
2. (a) HCO DISPATCHES LOCAL AND (b) WW
3. HCO INTERNATIONAL (CONT. FILES)
4. LRH PERSONAL AND LRH PERSONAL BUSINESS (LRH PERSONAL)
5. FILMS AND PICTURES
6. PUBLIC RELATIONS
7. PUBLICATIONS
8. BULLETIN AND SECRETARIAL TO THE EXECUTIVE DIRECTOR-two separate files
9. HCO BUSINESS FILES 10. HCO PERSONNEL FILES 11. HCO BOARD OF REVIEW FILES.

On Bulletin and See ED files file by numerical or chronological order and then file forward, that is, last thing put in drawer is in front. Master files should be placed in very front of files. Master copies are not filed with extra copies.

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 22 MAY 1959

Broadest Issue

Cancels HCO Bulletin of February 24th
"Letter Designations on HCO Bulletins"

POLICY LETTER AND BULLETIN DISTRIBUTION CODE

Designations on HCO Policy Letters and HCO Bulletins indicate dissemination and restriction as follows:

Letters occur in upper left hand corner of every Policy Letter and Bulletin:

- MA: MAGAZINE ARTICLE
To go into any and all official magazines.
- BPI: BROAD PUBLIC ISSUE
Give to HCOs of all types, all staff of central organisations, field auditors, put in magazines, do what you like with it.
- COF: HCO City Offices and all their field auditor HCO franchises, central organisations, HCO area, Continental and HCO WW.
- COO: HCO City Offices only, not to be shown or given to HCO franchise holders or field auditors; also goes to central organisations, HCO area, HCO Cent, HCO WW.
- CenO: To go to all staff of central organisations only plus HCO area offices, HCO Cent, HCO WW.
- CenOCon: To go to Association Secretaries or Organisation Secretaries of central organisations only, not to staff; also to HCO Area Sec, HCO Cont, HCO WW.
- Ltd: Goes to HCO Area Sees, HCO Cent, HCO WW only but never to central organisations or field or public.
- Ltd Cont: Goes to HCO Cent only, plus HCO WW.
- Ltd WW: Goes to HCO WW personnel only.
- LRH: Only me and my communicator, otherwise confidential.

Please use the above wherever possible. These designations solve most routing problems of mimeographed HCO Policy Letters and Bulletins and can be used on other distribution items by HCO personnel.

L. RON HUBBARD

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[See also additions on opposite page and HCO P/L 9 July 1962, *Mimeo and Magazine Distribution, Stihl Course, Volume 4-page 411.1*

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 25 JUNE 1959

BPI (Modifies HCO Policy Letter of 22 May 1959)

HCO Policy Letters which are marked "CenOCon" may be issued to all staff, including HASI personnel.

All such HCO Policy Letters carry the same authority as Sec EDs and may be used as hat material if applicable.

Peter Hemery
HCO Communicator WW
for
L. RON HUBBARD

PH:mp.vmm.rd
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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO WW POLICY LETTER OF 7 SEPTEMBER 1959

Sthil (Addition to HCO Policy Letter of 22 May 1959)

POLICY LETTER AND BULLETIN DISTRIBUTION CODE

Add a new designation for the distribution of Bulletins and HCO Policy Letters, as follows:

STHIL = For Saint Hill Staff only.

Peter Hemery
HCO Communicator WW

PH:brb.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 MAY 1960

CenOCon
HCO Steno Hat

BULLETIN DISTRIBUTION

(Addition to HCO Policy Letter of 22 May 1959)

All HCO Bulletins or Policy Letters which are sent to the Franchise Holders should also be distributed to all staff members of the Central Orgs and other Scientology Orgs.

Peter Hemery HCO Secretary WW for L. RON
HUBBARD

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 21 JUNE 1959

BPI

SIGNATURES ON BULLETINS, POLICY LTRS AND SEC EDs

Only when I have personally written a bulletin, a policy letter or a SEC ED should it be signed "L. Ron Hubbard" or "L. Ron Hubbard, Executive Director".

When I have knowledge of or have okayed a bulletin, policy letter or SEC ED but have not actually written it, it should be signed "Jane Doe (the name of the actual writer) for L. Ron Hubbard" or "Jane Doe, for L. Ron Hubbard, Executive Director".

When I have not seen or okayed a policy letter or a bulletin or a SEC ED but it is published by the authority of a held post such as HCO See, it should be signed "Jane Doe (actual name of person issuing) HCO See (or other title)".

The field or public must not be led to believe that I have written or issued things I have not. Further, other people have authority, too.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 1 JULY 1959
Issue 11
Issued in Washington

RESPONSIBILITY FOR HCO FILES

The state of HCO files is the responsibility of the HCO Communicator in any HCO office.

Where there is an HCO Steno, the Steno does the actual filing but that it is done and that it is correct is the basic responsibility of the Communicator.

Particularly the Communicator should be certain that all Policy Letters, Bulletins and See EDs are properly mimeoed in right quantities, kept and filed, that they exist in sufficient number and that Master File copies are untouched and never themselves issued, only copies.

This order stems from the Communicator's basic responsibility to see that dispatches get to their correct destination. As Policy Letters, Bulletins and See EDs are the most important general dispatches, he must be very sure that these arrive where they belong. As these are repeatedly issued from files the Communicator cannot accomplish his basic function unless they exist in proper files and quantity.

This applies to every HCO office.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 30 OCTOBER 1959

CenO

HCO WW STENO'S HAT

(This is not necessarily applicable in HCO Area offices)

PURPOSE:

To ensure that all bulletins and policy letters leaving Saint Hill are printed neatly and in the most economical and aesthetic way, and on time. To see that all Central Orgs and other classifications receive copies of bulletins and policy letters originating from LRH or HCO WW, through their HCOs. To ensure that the files are kept up to date and are obtainable. To do any mass addressing and mailing.

DISTRIBUTION of bulletins and policy letters:

1. 1 copy goes to each HCO WW staff member. The Technical Research Auditor gets 2 copies of all technical bulletins. The Book Administrator gets 2 copies of everything.
2. The Central Organisations receive the following numbers: London 4; DC 4; S.A. 4; NX 4; Melbourne 5; Paris 5; Berlin 1.
3. All franchise holders get bulletins marked BPI. 300 copies are needed (this is variable as numbers grow).
4. The distribution of Cen0Con is 60.
5. Distribution to HCO WW Staff get placed in your OUT basket.
6. Distribution to Central Orgs have a rubber band placed around them and are marked HCO Communicator WW. These get taken to him from your OUT basket.

TYPING of bulletins and policy letters.

1. Type them all on the ELITE ADLER typewriter.
2. When typing the stencil check up on the length. If the amount still to do by the time the quarto line is reached is more than quarto length, continue stencil to make a foolscap or type another quarto stencil to be printed on back of page.
3. To save expense on paper and postage (weight), fill *up pages* back and front as far as possible with material intended for the same distribution as long as this does not hold up the bulletins or result in difficulties over distribution.

COLOUR SYSTEM:

Bulletins are printed on gold paper with green ink. *Ron's Special Thursday Bulletin* is printed on white paper with red ink. *Policy Letters* are printed on white paper with green ink.

ADDRESSALL

PURPOSE: To run off fully addressed envelopes for all mailings, by means of clear and legibly typed silk screens.

Silk Screens: Procedure:

1. Take special Addressall container and fill with water so that the leather pad is moistened.
2. Place silk screen on the damp pad so that the cut-out is now on the bottom left-hand side and allow it to soak for about two minutes. (This makes it possible to penetrate through the membrane when typing. It is best to place a silk screen on the pad each time while typing another screen. This saves time.)
3. Make sure that the special typewriter has a backing sheet running through it. The back side must face you.
4. Allow the screen to dry after typing. This is hastened by placing the screen between pieces of blotting paper and pressing together.
5. Place the silk screen in the typewriter in front of the special backing sheet so that the cut-out is on the top right-hand side.
6. Type the name and address you require on your silk screen,
7. Type out a sticky label duplicating the name and address already on the stencil and stick it on to the stencil.
8. Place silk screen in appropriate drawer of Addressall cabinet ready for usage.
9. A complete set of silk screens is to be kept and filed in the Addressall cabinet of all franchise holders world wide. (Only U.S. and U.K. franchise holders get services directly by us, however. All other franchise holders receive their data from the continental office.)
10. Keep all addresses up to date. Make all the necessary alterations to your screens.

ENVELOPES:

Purpose: To ensure that there are sufficient addressed envelopes each week to make it possible for franchise holders to receive bulletins and correspondence.

U. S. A.

1. Envelopes must be fully addressed for a surface mailing to the States each Tuesday. The envelopes are tucked in, not gummed.
2. Envelopes must be fully addressed for a second-class *air* mailing to the States each Thursday. This is Ron's Special Bulletin to franchise holders which is done on white paper with red ink. The envelopes are left unstuck, as in (1).
3. Make sure that all franchise holders' envelopes contain the special stamp on the outside ("HCO Dispatches-Open At Once").

U. K.

1. Envelopes must be fully addressed for a mailing on Tuesdays. These mailings contain any backlog a franchise holder has owing him of bulletins.
2. Place any letters, invoices, inside these, if any.
3. When letters are placed inside the envelopes are sealed. Otherwise they remain open.
4. Envelopes must be fully addressed for Ron's Special Thursday Bulletin to franchised auditors. These are sent unsealed.

STATIONERY

1. Ensure that you have sufficient stationery at all times to enable you to get your bulletins out.
2. Write out a purchase order form for any materials required and send it through to the person in charge of stationery.
3. Always be responsible for seeing that you are equipped with the necessary material.

BULLETIN FILING

1. After having run off the bulletins and having completed distribution place the remaining bulletins complete with the original copy into an orange folder.
2. See that the folder is fully labelled, indicating the date, description of the contents, and the distribution.
3. Place the folder in the filing cabinet in datal order.
4. All bulletins and policy letters get filed together.
5. One copy of everything is placed into the Master file after being stamped **MASTER FILE COPY** in the top right-hand corner.
6. Titles and dates of bulletins and policy letters sent to Central Orgs are entered in a log book.
7. When reissued by Central Orgs and sent back to HCO WW, check them, tick off in log book, and file. If they are not received a month after our issue, write Org Dissemination Secretary a memo.
8. All SEC EDs issued and sent to us by Central Orgs are filed in a separate folder.

STENCIL FILING

1. Once the stencil has been used it is ready for filing.
2. Place it in a white stencil filing cover.
3. On the cover in the bottom left-hand corner place a typed sticky label indicating the date of the stencil and its contents.
4. File the complete article in datal order in a stencil filing bin.

MAILING

- US.
1. Envelopes sent to the U.S. by surface mail cost 2d per 2 oz. These are left open and marked **PRINTED RATE**.
 2. By air first-class Printed Rate costs 113 every 1/2 oz. Envelopes scaled.
 3. By air second-class costs 6d every 1/2 oz. These are left unsealed.

U. K.

1. Scaled envelopes cost 3d for every first oz, and 11/A for every second oz starting from 2 oz.
2. Unsealed envelopes cost 2d for 2 oz. Every two after first two oz is Id.

RONEOING

PURPOSE: To ensure that all bulletins and policy letters are duplicated accurately on the correct paper with the correct ink, so that they are presentable to the field and the other Organisations.

Turn on the Roneo machine and get roller *well* inked. Then stop roller revolving and place stencil into position, making sure it is STRAIGHT. Before tearing off the backing sheet, rub gently with your hand around stencil, ensuring that ink penetrates.

1. Take old used paper and pass it through machine until it is running steadily and freely.
2. Allow only one or two new clear pages through for a final testing. (*Do not waste paper.*)
3. Make sure that printing is centred and straight on the paper, i.e. not too near the top, bottom or one side as the case may be. If this is so alter the position of the page vertically, horizontally, or laterally.
4. Once all these points are ensured place the correct paper for the bulletin into the machine.
5. Set counter for number of bulletins required.
6. If printing is going on the back of any sheet do ten extra copies. *DO NOT* waste paper at any time. Be careful, as more money is wasted on this than almost any department.

REMEMBER: This is an outflow line. It is very important. The quality of your work represents us here at HCO WW, so don't let us down.

Notes on Mailing of PABs

PA:B mailing dates differ in order to arrive on same date in each country.

Time it to arrive between monthly Continental Magazines, i.e. PAB arrives 5th of the month, Minor (or Cont Mag) arrives on the 25th of the month.

Example: if PAB should arrive on 5th January: Post from here to:

New Zealand	on Dec 1 st latest (pref. Nov 18th) takes 5-7 weeks.
Australia	on Dec 8th latest (pref. Nov 18th) takes 4-7 weeks.
S.Africa	on Dec 21 st latest, takes 2 weeks.
U.S.A.	on Dec 28th latest (pref. Nov 23rd) takes 6-11 days.
U.K.	on Jan 2nd or 3rd.

Exact Postage travel time: N.Z. 22-51 days. Aus. 27-52 days.
S.A. 15-16 days. U.S.A. 6-11 days.

Issued by: HCO Secretary WW

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 JANUARY 1961

HCO Secs
HCO Communicators

URGENT MIMEO CHANGE

I have found in two Central Orgs that my HCO Bulletins and HCO Policy Letters are *not* being duplicated as to colour.

Proper colour on these is as follows:

Duplicate the Saint Hill colour scheme. If you get a red ink on white paper HCO Bulletin, put it in red mimeo ink on white paper. If you get one with green ink on white paper, put your copy in green ink on white paper.

These two flashes are my signature only letters and bulletins. They must not get lost into the general lines. My coming lines are being cut by no flash identification for staff.

Only these two flashes get duplicated for the whole Org. Salmon coloured paper with green ink HCO Bulletins from Sthil are handled as follows in a Central Org. You get 2 copies. Put one in HCO files, put the other on the staff Bulletin Board, or if the HCO Bulletin otherwise indicates, handle as directed.

Also, *attention Area See*, I want you to hat check my material coming in as HCO Bulletins and Policy Letters on Central Org personnel to whom Policy Letters and HCO Bulletins apply as though they were hats. Do these with all recent HCO Bulletins and Policy Letters and *all* future ones.

The primary function of HCO is to make my postulates stick. Please do so.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 FEBRUARY 1961

HCOs
Central Orgs

TYPES OF LETTERS ESTABLISHED

(Cancels earlier colour system bulletins but not despatch flash colour system)

To facilitate the dissemination of Information several types and *appearances* of mimeos are hereby established.

There are 5 ways to jam a communication line. (See "How to Live

The main one is to flood it. Local HCOs, by failure to make my technical bulletins and policy letters distinctive in appearance (failure to follow the colour scheme of the received copy from HCO WW) have been

1. Jamming the lines by making it hard to tell the difference amongst mimeo issues and
2. Have been working themselves to death on a mimeo machine. Both are jamming the lines when they happen.

The highest speed priority is TECHNICAL (not as you might think, an emergency). When TECHNICAL breaks down, all else follows downhill. My priority line here is an HCO *Bulletin*.

That means TECHNICAL. If originated by me only it is on white paper with red ink. It must be copied by an HCO Office on white paper with red ink. No copies of it must be made with any other colour scheme. No other type of mimeo is permitted to use this colour scheme.

HCO Policy Letters are now my administrative policy line. They are received done in green ink on white paper. They must be copied by local HCOs using that exact colour scheme.

An HCO Information Letter is now to be issued by me only and is blue ink on white paper. This is not mandatory data. It's just news I'd like to see gotten around. My MA (Magazine Article) material will be blue ink on white paper.

These three are the total of just my mimeograph line to HCOs, Central Orgs and Franchise Holders and the public as indicated.

To do these changes of colour you must have a proper mimeo machine. HCOs use only *one* kind of machine-the Roneo 500 or later Roneo model. If an HCO has another kind of machine it should turn it in, sell, and at once buy a used or new Roneo 500 or later model with the big colour ink cylinders. The Roneo changes ink colour in moments. Gestetner and all other brands are too slow to change colour on, so people don't do it. The Roneo is the thing.

A file for each one of all such coloured mimeos must be established in HCO *and maintained* and kept complete.

The Master Copy, received from HCO WW, is stamped as such and DO NOT *REMOVE*. The Master is fixed to the inside back of the folder for that issue. Lots of extra copies are then kept in that folder. New copies are issued from that folder. The master is never issued. The stencil of the Roneo is saved in a Roneo stencil cabinet and when a folder gets empty, more are done from the stencil and filed in the folder.

A *second* master file that nobody touches and isn't in the folder section is kept of all received master copies (HCOs get 2 or more masters). This is kept locked up. It is not "library". It is really Val Doc. It must be kept safe, never used or issued. Also marked Master Copy Do Not Issue.

If an HCO Communicator wants to know if he or she is doing the job well, the first question is, "Do I have my technical bulletin files straight." The hell with anything else if that's not done. That's HCO's prime function-my communications. This library makes my communication possible to issue.

We must get this in shape now as I am going to write up everything in sight shortly. Why do it if you can't keep or issue it later???

So get a Roneo 500 or better if you don't have one. Get a red, green, blue and black cylinder for it, or any one that's missing from that list. Get your folders in shape and the files rolling. Do the current files right. Catch up on the old files later. If you haven't got this set up you haven't got an HCO Office. You are only performing some of its functions.

A full tape and master copy book library must be available in HCO. And must not be stripped down by borrowings that aren't returned.

HCO is

- I A communications office
- and
2. A Technical and Admin library that gives it something to communicate.

COMPLETE LIST OF MIMEOS

Here is a complete list of all types of HCO issues, their appearance, authorship and their handling.

HCO Bulletin (dated, date is not changed locally). Distribution is indicated on it. By LRH.

Red ink on *White* paper. Copy on local Roneo at once and issue as indicated. File extra copies as above.

HCO Policy Letter (dated, never change date locally). Distribution is indicated on it. By LRH.

Green ink on *White* paper. Copy on Roneo at once and issue as indicated. File extra copies as above. An HCO Policy Letter has the force of law.

HCO Information Letter (dated, do not change date locally). Distribution is indicated on it. By LRH. *Blue* ink on *White* paper. Copying is optional on Roneo. It is done on one side of paper only so it can be posted on a Bulletin board for staff or public. Two copies are sent by HCO WW. One copy must be retained in Master HCO Info Letter Master file. If it is useful for handout, recopy locally, make appropriate copies and issue and file as above. Ordinarily, it would be clip-boarded on a staff board or would be copied in a magazine or mimeoed for general hand out. Which is done is indicated on the copy received.

The following are not by LRH and are colour flashed and handled as follows:

HCO Technical Advice Letter (dated). *Red* ink on pale *salmon* paper. By any official of HCO WW. Is always TECHNICAL in nature, never administrative. May be copied as a mimeo or not according to its distribution designation. Copied or not it is to be conspicuously posted on the Staff Bulletin Board, preferably on a clip board. It is on one side of the paper only. Even if distributed into baskets of staff it would still be posted.

HCO Administrative Letter (dated). *Green* ink on *salmon* paper. By members of HCO WW. Should be copied or not and- distributed according to its distribution designation. Gives admin data and requests.

HCO Newsletter (dated). *Blue* ink on *salmon* paper. By any member of HCO WW. Gives data and news, technical, admin or personal of general interest. Usually not copied or mimeoed but clip-boarded on Staff Bulletin Board.

HCO Continental Technical Letter (dated). *Red* ink on *yellow* paper. By HCO Continental Secretary of any Continent. Distributed as designated on letter. Gives technical advices, orders and data. Not a copy of HCO Bulletins though these may be quoted.

HCO Continental Administrative Letter (dated). *Green* ink on *yellow* paper. By HCO Continental Secretary for any area. Distribute according to distribution data on letter. Gives admin data, orders and information.

HASI Assn See TECHNICAL ORDER (by number). *Red* ink on *blue* paper. By Assn See or Org Sec of any Central Organization. Issue as designated.

HASI Assn See Administrative Order (dated). *Green* ink on *blue* paper. By the Assn or Org See of any Central Organization. Distribute and copy as designated. Gives

technical or admin data for services or personnel in a Central Organization. May be by the Assn Sec or a Dept Head but if by a Dept Head must be issued for the Assn Sec by the Dept Head only on Assn Sec's o.k.

Secretarial Executive Director (numbered). *Green* ink on *blue* paper. By LRH. Distribute as designated. This is in effect a reissue of Assn Secretary or HCO Continental orders after review by LRH. Designed to confirm, consolidate or end disputes or differences between HCO Continental or Area Sec and HASI Assn Secs.

All the above issues are issued by HCO clerical activity.

The following publications are of a public nature.

New Books as written and sold by HCO.

Professional Auditors Bulletins. A magazine issued by HCO WW to all International Members from HCO WW on receipt of the addresses of members on any continent from Central Orgs. Issued Monthly. Is mailed directly from HCO WW to members. Copies furnished to HCOs and Central Orgs for their own use.

National Magazine. Issued monthly under the title for the Continent, Certainty, Ability, etc, etc. Made up by HCO Continental of a continent. Printed and mailed by the largest Central Organization at its expense. Takes article material and ads from HCO Information Letter and other sources. Must be okayed by Assn Sec of Central Org and his Dept Heads before being printed to be sure their campaigns are forwarded and offerings brought to public notice. Intelligent use of this minimizes expensive special mailings. Sent to everyone in active CF files, whether members or not. Often used afterwards for literature for the individual public.

Brochure. A compact list and description of HASI Services and books issued by a Central Org. Must contain only standard services. No dated material. Describes each activity crisply and shows how to obtain these services.

Special Mailings. Issued from time to time to announce special events or offers to the public or pro auditors. At the discretion of the Assn Sec.

FORMS TECHNICAL - *Red* ink on white paper. As designated.

FORMS ADMIN - *Green* ink on red paper (pink paper). As designated.

Information Packages. Made up and mailed by the Letter Registrar for newly interested people whose names have been received.

Special Information Packages. Made up and mailed by the Letter Registrar to inform various sections of her mailing list on the next service they might be interested in, having already done something. There could be a Book Info Packet for a person who has just bought a book, a Test Info Packet for a person just tested, a PE Info Packet for the person who has just done a PE, etc, etc. In each case it offers the *next* service.

Please follow these colour flashes and designations to keep the pieces well identified for staff reference and filing and so to keep the line from being cut by too much volume,

Do mimeos on one side only of *thin* paper.

Three or more come from HCO WW. Master File one of everything you get. Folder Master File the second copy. Use the third for copy work or clipboard. Keep the data safe. Issue the data right. Be swift and keep them gened in.

HOW TO IDENTIFY BY PAPER

LRH personally written issues are on *WHITE* paper, rough texture, good quality. WITH COLOURED INK.

HCO WW issues are all on *PALE SALMON COLOURED PAPER*.

HCO Continental issues are on *YELLOW PAPER*.

HASI issues are all on *GREEN PAPER*.

FORMS TECHNICAL are on *WHITE PAPER*.

FORMS ADMIN are on RED PAPER.

PUBLIC MATERIAL is all on white paper with black ink unless a coloured brochure is issued in which case it's a booklet, not a mimeo.

HOW TO IDENTIFY BY INK

RED INK MEANS *TECHNICAL* throughout system.

GREEN INK MEANS *ADMINISTRATION* throughout system.

BLUE INK MEANS *INFORMATION* throughout system.

BLACK INK MEANS *PUBLIC LINES* and not Org data,

If you look for the paper colour you will find it faster.

If you are looking for *technical*, whether a bulletin or form, it will always be in *red* ink. If you are looking for *administration* data, it will always be in *green* ink.

If you are looking for an *information* letter it will always be in *blue* ink.

If it's only public material, it will usually be in black ink unless it's fancifully printed with lots of art work, then it might be any colour, but it won't be in your bulletin folders.

None of the above alters the internal despatch paper colour system-salmon for HCO, green for HASI, red for Accounts, yellow for carbons, white for outside letters.

All this may look far too neat-until you have a hat full of scrambled bulletins and the pc seems to be gasping his last in the chair.

LRH:aec.js.rd
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by L. Ron Hubbard
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L. RON HUBBARD

[Filing and mimeo procedures given in this P/L are modified by HCO P/L 7 February 1973, Issue 111, *Mimeo File Folders and Files*, in the 1973 Year Book. See also HCO P/Ls 23 February 1961, *Directives from a Board Member*, following, 1 April 1964, *New Mimeo Line-HCO Executive Letter*, page 250, and 24 September 1970, *Issues- Types Of*, Volume 7-page 664.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 FEBRUARY 1961

HCOs
Central Orgs

DIRECTIVES FROM A BOARD MEMBER
(Addition to HCO Policy Letter of February 4, 1961
Types of Letters Established)

Continental Director Directives shall be in green ink on green paper; used for the issuance of board minutes and any broad area directive emanating from a Director of the International Board, or a Continental Director.

A Technical Directive emanating from such a source shall be in red ink on green paper.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 MARCH 1961

Do not re-mirneo,
3 copies to each HCO Office.

MIMEO AND FILE PROCEDURE

We are now actively engaged in creating and holding a standard in both Technology and Admin in Central Organizations.

It is vital that we retain to hand all HCO Bulletins and Policy Letters in proper order and properly filed for the use of Central Organizations and HCO.

When mimeographing please do your filing at once as follows:

1. Cut Stencil.
2. Stamp the HCO WW original "Master File" and file it without folder.
3. Estimate quantity needed at once for Org and for files.
4. Run the stencil.
5. Immediately prepare the folder, using the heading if you wish from the test sheet of the stencil, but in any event clearly marking the folder.
6. Mark the other HCO WW Copy "Master File" and fix to back inside of folder.
7. Place all mimeoed copies in this folder.
8. Distribute from folder into baskets. Don't let wads of mimeos drift around. Keep all extras in the folder.
9. Mark any actual distribution made of your copies on the outside front of the folder.
10. Slip folder into file cabinet in proper order.
11. File used stencil properly so it can be re-run if needed.

Do your filing directly. As per 1, the moment you have typed the stencil from the HCO WW copy, get up, stamp the HCO WW copy "Master File" and put it in the file cabinet without a folder. This copy is a "spare shot in the locker" and is never used but you've got it.

Get the idea that the bulletins and letters you run off live in folders. Put all you've run off in a folder, properly prepared and marked as per 5, 6 and 7 and distribute from that folder. If these masses of copies go through lines, they go in that folder. You have some chance of finding them again if they're foldered. As the folder is distinct it can be returned. Wads of mimeos on the other hand are not considered valuable and can vanish or get tossed into drawers.

By following this you won't run into a tangle on filing and have to put in special days of getting your files in order. They're already in order. All you have to do is put them in the cabinet.

Note also that I am doing what I can to reduce quantity of mimeoing on your end. Material which used to be for info only is now called so and you only mark a copy for your No. 1 Master File, post a copy, and send the others you receive on to city offices where they just clip it up on the board.

All HCO Bs held by a staff member should be in a folder held by him. All Policy Letters held by a staff member should be in a folder held by him as a staff member hat. His or her HAT is another folder, containing special instructions relating to that post. Every staff member has 3 folders.

It would enormously help if HCO made sure that once issued to staff, Policy Letters and HCO Bulletins were actually kept neatly in folders and if all such folders were turned in when transfers or changes occurred, thus to be straightened up and reissued. If no hats are handed in, no final pay cheque is handed out. And no new hat is issued to transferred person unless his old hats are turned in. All hats should be reflected in a card file kept by HCO Area.

All this helps mimeo and files. I hope you find it practical.

L. RON HUBBARD

LRH:jl.rd

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by L. Ron Hubbard

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[Modified by HCO P/L 7 February 1973,
Issue 111, Mimeo File *Folders and Files*, in
the 1973 Year Book. I

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 MARCH 1961

Do not retimeo Mail Direct HCO WW to City Offices 3 copies to each Cen Org

DISTRIBUTION OF BULLETIN CHANGE

Hereinafter all mail HCO Bulletins and HCO Policy Letters from HCO WW will be sent only to the HCO Continental Office of a Continental Area.

This Continental Office will forward or make enough copies for the staff of each organization in the Continental Office and distribute or mail to the other orgs on that Continent. The Continental Offices send these packets to City Offices by surface first class mail.

Only one HCO mailing per week will go direct to all Scientology offices and that will be the Bulletin Check Sheet giving the list of issues of HCO WW for that week. This enables the City Office or Organization to verify that they have received all HCO WW mailings that went to the Continental Office that week. If such are not received within seven days the City Office is to inform HCO WW directly.

This reduces the mimeographing done by a smaller office. Enough copies of HCO Bulletins and Policy Letters should be made by the Continental Office to furnish the staff of and the files of the City Office HCO. A City Office may still mimeo as needful or at its discretion, particularly on old bulletins, but it will receive enough new ones from the Continental Office for its needs.

Office distribution is currently as follows:

HCO US, Washington. Distributes to FCDC, New York and Chicago (when functioning).

HCO West Coast, Los Angeles. Distributes to C of S LA, HASI San Diego, C of S Seattle (when functioning).

HCO Australia, Melbourne. Distributes to HASI Melbourne, HASI Perth, HASI Sydney, HASI Auckland.

HOD Africa, Johannesburg. Distributes to HASI Johannesburg, HASI Durban and HASI Capetown and any other African HASI set up.

HCO WW, Saint Hill. Distributes to HASI London, HASI Paris, HASI Berlin.

All distribution is done by the Continental HCO to the Area HCO of the City Office or Organization, for further dissemination into staff baskets.

Continental Mailings

All mailings sent out by a large Central Org, even to a full mailing list of the Continental Zone, should also be sent in quantity by the Continental HCO to the other offices. Packets of extra magazines, open evening literature and any other handout should be made available in bulk as useful to the City Offices.

L. RON HUBBARD

LRH:jl.cden

Yht (D 1961

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 MARCH 1963

Central Orgs

HCO WW ELECTRIC STENCIL CUTTING MACHINE

An Electric Stencil Cutter has recently been installed at HCO WW. This machine works on the same principle as the Press use for transmitting pictures by radio, only on a very localized transmission.

Directly Orgs have a Continental Office properly operating in their areas, stencils of all bulletins and policy letters as they get issued will be sent direct to each HCO Continental from HCO WW. The HCO Continental can then run off bulletins immediately for all the Orgs in its area.

This will greatly speed bulletin-lines to Orgs from HCO WW.

L. RON HUBBARD

LRH:gl.c 'den
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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 APRIL 1964

GenOCon

**NEW MIMEO LINE
HCO EXECUTIVE LETTER**

(Adds to HCO Pol Ltr of Feb. 4, 1961 - Types of Letters Established)

An HCO Executive Letter is mimeoed at Sthil only, Blue Ink on Green Paper. By definition it is a letter from Ron or the Organization Supervisor addressed personally to a Continental or Area chief (Continental Dir or Assn Secretary) but which is of interest to other organizations. As such communications are often retyped for other orgs, it is easier to mimeo, them. They contain interpretations of policy and comments on projects which do not otherwise have a channel of issue.

DISTRIBUTION:

Sqvrqal copies go to the HCO See of the org to which the communication is addressed. The HCO See retains one for her own use and HCO files. The remainder go to the person addressed. This person can then use them as required. Two copies also go to every continental office, one each for HCO Continental See and the Continental Director. Two copies go to every org, one for the HCO Area See and one for the Assn/Org Sec.

These issues will be sent direct from HCO WW to each Continental Office, Central Org and City Office in the exact quantities needed. They are not to be re-mimeoed by other offices.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 MAY 1965

Gen Non-Remimeo

**CANCELLATION
MIMEO DISTRIBUTION CHANGES
(SEC ED DISTRIBUTION)**

HCO Pol Ltr 29 April 65 is cancelled.

SEC ED Distribution remains the same as before.

Putting it into the Mimeo line at Saint Hill slowed it.

It is desirable that a SEC ED is broadly distributed to a staff and that SEC EDS of broad interest be distributed Internationally.

However our old system was best.

HCO steno releases the SEC ED as fast as possible with a seal and her initials on it.

Cabled SEC EDs are instantly made up and issued on receipt FAST.

Distribute as best you can, just be sure it's effective.

On Airmail SEC EDs we'll try to send you enough for your staff.

If we don't, distribute it as broadly as you can.

Keep SEC EDs off public notice boards.

Sthil staff should have SEC EDs.

Secretarial Executive Directives are explicit temporary urgent orders.

Above all, SEC EDs are fast fast FAST.

Mimeo couldn't help but slow them at Saint Hill as SEC EDs are faster than other items on the line and the traffic is heavy.

We'll solve this.

Meanwhile carry on as always, with as broad a distribution to staff only as you can get.

**LTD AND GEN NON-REMIMEO
SAINT HILL DISTRIBUTION**

All Scientologists at Saint Hill get everything that is marked Remimeo, General Non-Remimeo and Limited Non-Remimeo and all HCOBs.

The only exception is Class VI material or Power Process (VII) material. This is not distributed to anyone but the persons designated such as "R6 Co-audit" (Staff Prov CI VI) or "Sthil R6 Students" (D Unit course students) or "Power Process Staff" meaning Review Technical Personnel in the Qualifications Division only.

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L. RON HUBBARD

[Amendea by HCO PIL 10 August 1966, *SecEds, Executive Director & Guardian*, page 259.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 MAY 1965
Issue II

Gen Non Remimeo

FLASH COLOURS AND DESIGNATIONS

SEC EDs, FORM

Secretarial Executive Director will now have the following form:

They will be on BLUE paper with BLUE ink.

They will begin with a number system as follows: Consecutive number of an area followed by the local cable initials of the area or the zone. Example, for Melbourne: SECED I OME. For Washington SECED IODC. For International SECED IOINT.

For a Continental zone only one would have SECED IOSA for South Africa, meaning all orgs in South Africa.

The number is the consecutive number for *that designation*.

The initials SECED always precede a SECED Number.

All personnel orders will now also appear in SECED form.

The form itself shall be

SECRETARIAL EXECUTIVE DIRECTOR
Office of LRH

Number Date

(Any Addressee to which it is particularly directed.)

- 1. (Text with numbered paragraphs)
- 2.
- 3.

.....0 Initials only of
HCO Personnel
 on seal

4,

L. RON HUBBARD

. vl~ 4

.....

DUPLICATION

The small Banda methyl alcohol duplicator should be obtained as early as possible. It is not expensive.

Telex rolls containing Banda carbon are obtainable. Thus any Telex SEC ED need only be taken off the telex and stamped with a seal and initialled, its carbon paper then removed at which it will duplicate at once on the Banda duplicator.

The machine is also easily used on any colour paper for other purposes.

SEC EDs sent by mail, are sometimes done at Saint Hill ready for issue, but until a Banda is secured, should be locally redone as a mimeo when not received in quantity.

HCO EXECUTIVE LETTER

This will now be on WHITE PAPER with BLUE INK, using the old Info Letter flash mark to make SEC EDs easier to identify.

HCO ETHICS ORDER

All Ethics Orders will now be on GOLD paper with BLUE ink. This includes all local Committee of Evidence issues and other matters.

An Ethics Order may only be issued by the HCO Executive Secretary or an HCO Area Secretary. Any findings must be passed by the Office of LRH but if so are issued as an Ethics Order colour flashed gold with blue ink.

The form of an Ethics Order will be:

HCO Ethics Order

Date To:

From: The HCO Secretary

(or Executive Secretary)

Subject: (Convening a Comm Ev, Ethics Court, findings, summons, etc.)

- 1. (Text with numbered paragraphs)
- 2.
- 3.

.0

- C~. * r **Qltpo 70** v1s
x . Xl~ -

HCO Secretary (or Executive Secretary)

.....

ETHICS INTERROGATORY An Ethics Inteirogatory is used as a despatch to carry out an investigation. It is used to collect data to determine the facts of a situation.

It is on GOLD paper with BLUE ink.
Its form is as follows:

HCO DIVISION I
Department of
Inspection and Reports
Ethics Section

Interrogation Number -

Date

To: (Name of person from whom Info is desired)

From: Ethics Section Officer

RETURN TO ETHICS PROMPTLY

Text of Query
(lots of space for reply)

Initial of Ethics Section Officer

Any investigation is given a file number and that same number appears on all interrogatories.

QUALIFICATIONS CHITS AND FORMS

All Qualifications chits are GREY and all forms of Qualifications are GREY.

The colour of ink is usually BLACK.

TECH DIVISION Chits & Forms

All Technical Division chits and forms are now GREEN with normally *BLACK* ink.

It is quite important for the Tech Division to use Green and the Qual Division to use Grey paper as it makes admin between these two divisions faster.

The Tech Division must NOT use white paper on its forms as these then tangle up with the white of HCOBs and Pol Ltrs.

WHITE PAPER

WHITE mimeograph paper and RED, GREEN and BLUE ink in combination with WHITE paper in mimeograph work is exclusively the Office of LRH and may not be used casually in mailings or inside other divisions.

Any colour of ink may be assigned to divisions in combination with coloured papers, but never with WHITE paper.

WHITE mimeo paper identifies for a staff member HCOBs and HCO Pol Ltrs, and will now identify HCO Exec Ltrs, Info Letters having been abandoned.

SIGNATURES

When I have personally written anything only my name may appear on it. The only exception is initials on a SEC ED. The reason for this is that staff members could become confused as to the issuing person.

The practice of signing anything on WHITE paper with RED, GREEN or BLUE ink that I have not myself written or dictated or personally released has long since been abandoned and is not now done.

Thus a staff member can be sure that all current issues on white mimeograph paper or blue SEC ED paper were in fact written by myself.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 2 NOVEMBER 1965

Sthil
Staff only

Issue 11

**FOR FAST LINE SEC EDS AND
ADMIN ORDERS**

SEC EDS are to be picked up straight from Ron's basket and body routed by LRH Communicator to HCO Steno.

HCO Steno is to body route to Division Comm Centres as soon as they are run off.

Anybody disturbing HCO Steno for any reason whatsoever while she is dealing with a SEC ED or an Admin Order will be chitted for Job Endangerment.

HCO Admin Orders are to be body routed to HCO Steno.

HCO Steno is to body route to Division Comm Centres immediately they are run off.

This line is to be put into effect immediately to speed up issue of SEC EDS and HCO Admin Orders to Divisions.

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HCO POLICY LETTER OF 25 JANUARY 1966

Gen Non-Remirtleo
Div Secs

Issue III

DISTRIBUTION OF MIMEO ISSUES

When Div Sees or staff submit proposed Policy or Divisional Admin Letters, etc for OK to issue, the distribution required should be clearly stated. The following are the most usual designations:

Remimeo (All Sthil staff. An electronic stencil is made for each org to issue as many copies as needed)

Gen Non-Rernimeo (All Sthil staff. 8 duplicated copies only are sent to each ofg)

Limited Non-Remimeo (Sthil Execs, Sees and applicable staff. 4 copies to each org)

Staff Hats (whichever ones are applicable)

Div Sees (where applicable)

Stlill Staff only

Students SHSBC

All Students

Sthil Grads

Franchise

FSMS

FSMs SH

14GC PCs

Orgs Info only

Post Public Bulletin Board

BPI (Broad Public Issue)

All Foundation Personnel

Sthil Foundation Students

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 3 FEBRUARY 1966

Remimeo
LRH Comm Hat
Exec Sec Hat

Issue IV

**SEC ED CHANGE IN ISSUE
AND USE**

Any SEC ED written personally by the Executive Director will hereafter be:

WHITE PAPER
BLUEINK

Those SEC EDs issued for and on *behalf* of the Executive Director by Executive Secretaries or the AdCouncil

BLUE PAPER
BLUEINK

but will be signed:

ADVISORY COUNCIL (Location) for the Executive Director
(Location)
or: HCO Exec Sec or Org Exec Sec for the Executive Director
(Location)

All SEC EDs for AdComms or Secretaries are:

DIVISION COLOUR PAPER
BLUE INK

and are signed by the named AdComm or Secretary "for the Executive Director (Location)"

The LRH Communicator of the Area may sign and ok for issue any SEC ED for the area providing only it is not contrary to policy or orders from a higher org or the Int Exec Div (WW) or the Exec Dir.

No SEC ED or Executive Orders of any kind may be issued without an okay by the LRH Communicator and ALL general Orders of the AdCouncil or an Executive Secretary must be in SEC ED form and *all* general orders of AdComms or Secretaries must be passed by the AdCouncil of that Org and issued as SEC EDs with LRH Comm OK.

WW SEC EDs take precedence over local SEC EDs where there is any conflict or question of importance and SEC EDs written by the Exec Dir (white ones) take precedence over all others.

SEC EDs retain their traditional forms and seals.

A COPY OF EVERY SEC ED ISSUED MUST BE SENT TO WW.

This Policy Letter cancels Executive Orders of Divisions or orgs issued in any other form than SEC EDs.

Direct orders to specific posts in own portion of an org need not be in SEC ED form but any extensive project must be.

Directors may issue general orders and projects only as SEC EDs by the Secretary in the fashion described above for Secretaries and only with the approval of their Secretaries.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 FEBRUARY 1966

Remimeo
AdCouncil Hats
Exec See Hats
AdComm Hats
Secretary Hats
LRH Comm Hat
HCO Area See
HCO Steno Hat

Issue V
All Divisions

SEC EDS

DEFINMON AND PURPOSE

CROSS DIVISIONAL ORDERS

In a SEC ED neither an Advisory Committee nor a Secretary may order another division than their own.

An Executive Secretary may issue a SEC ED that crosses divisions but only those divisions directly under that Executive Secretary (HCO Exec See SEC EDs may only order the two HCO divisions, Org Exec Sec SEC EDs may only order the four [org] divisions).

The Advisory Council SEC EDs may order HCO and Org Divisions at the same time.

Advisory Councils, in approving the text of SEC EDs before passing them on to the LRH Communicator for an okay to issue should be very careful to see that no AdComm issues SEC EDs to other divisions than their own.

The LRH Communicator in authorizing the issue of a SEC ED, should be careful that this policy letter is not violated.

No SEC ED of any kind may be issued unless it has been authorized by the LRH Communicator and any violation of issue authority should be reported to the LRH Communicator WW who is to refer it to the AdCouncil WW for action.

SEC EDs improperly issued have no validity and need not be obeyed and may not be used for hearings or Comm Evs.

The meaning of the word SEC ED is "Secretarial to the Executive Director". The word "Secretarial" applies to the signature meaning it is signed as official by a person other than LRH personally. It is the written initials in the lower left hand corner that are "secretarial".

The system came into use to accommodate cable orders originally. By being sealed and initialled by an official person like a notary public in the org, the validity of the order was attested as a valid order of LRH.

Approval by an Advisory Council or an Exec See and authorization by the LRH Communicator for issue are now both required before the secretarial official in HCO (usually the HCO Steno) may seal, initial and issue the order. It is *this* person who requires that the AdCouncil or an Exec See *and* the LRH Communicator's initials appear on the original copy before she may type, seal and initial and then publish a SEC ED.

The HCO Steno may *not* issue any SEC ED today which does not have the initials of the AdCouncil or an Exec See *and* the initials of the LRH Communicator on it or unless it is in the handwriting of LRH or has come off the telex or through the mails from WW and is a valid communication from proper persons there. The LRH Communicator WW must be the transmitting authority from WW and must initial any despatch or telex before transmission that is to become a SEC ED at the other end. The HCO Steno must look for this before issuing. Her guide is that if the LRH Communicator's initials are not on it she may not issue it, excepting only it being in the handwriting of LRH or personally transmitted by him.

SEC EDs are fast orders and have top priority in transmission and execution. They take precedence over all other orders both in transmission speed and execution.

The priority of SEC EDs is as follows:

LRH Personally written or personally sent SEC ED Adeouncil WW SEC ED Exec See WW SEC ED
AdCouncil Area SEC ED Exec See Area SEC ED AdComm Area SEC ED Secretary Area.

The penalty for not complying with a SEC ED is a misdemeanor and must result in an Executive Ethics Hearing or an Ethics Hearing.

If Executive Secretaries in an area fail to respond to WW SEC EDs, they are usually scheduled for early removal by WW.

SEC EDs have the virtue of making orders known and setting them on file where they can be referred to by other than the recipient.

The *only* answers to a SEC ED if one isn't going to do it are:

1. An immediate petition to LRH on SEC EDs issued by LRH personally or
2. A job endangerment chit immediately filed in Ethics.

If this step is lacking and it is found that a SEC ED has not been complied with, then an Executive Ethics Hearing or an Ethics Hearing MUST follow when the non-compliance is discovered.

Every single major danger condition at Saint Hill in 1965 was found to have had as its source the non-compliance with a SEC ED. If this *policy* seems unduly harsh then add up that fact. Some of these danger conditions involved day and night work by top brass. And every one of them would have been prevented had Ethics had this attitude toward non-compliance with a SEC ED. The cost of these non-compliances ran above Z10,000 and they threatened the very existence of Scientology. And each one would have been prevented had SEC EDs been complied with. From this, one should regard non-compliance with a SEC ED without instantly petitioning or filing a chit for job endangerment as something one does just before taking the arsenic.

The *only* thing that holds down the size of Scientology today is simply non-compliance. The only thing that makes trouble is non-compliance.

The SEC ED system ~s designed to make orders public and get them complied with fast.

Conversely, if the order wasn't in a SEC ED or Policy Letter, it does not have Ethics force-that is to. say one can't be seriously tried for it.

All current projects and programmes should be in SEC EDs so people know what they are. Those written in despatches only are written in sand.

SEC EDs can be confidential and of limited issue.

SEC EDs expire one year from their date of issue if not sooner by reason of their text.

If a SEC ED is to be preserved beyond a year it must be converted into a Policy Letter by sending it to LRH.

The Director of Inspection and Reports is responsible for routinely checking the SEC ED file for non-compliances and when found must forward the matter to Ethics for prompt action.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 AUGUST 1966

Amends HCO Policy Letter 7 May 1965

"Cancellation Mimeo Distribution
Changes (SEC ED Distribution)"

Gen Non-Remimeo

SECEDS, EXECUTIVE DIRECTOR & GUARDIAN

All Executive Director and Guardian SECEDs are to be typed and run off by Mimeo World Wide. They are to be distributed by HCO Steno Saint Hill immediately upon receipt from Mimeo WW.

Executive Director & Guardian SECEDs are a fast, fast, fast line and take priority over any other issue. It is, therefore, expected that any SECED will be typed, run off and completely distributed within one hour of receipt. Any failure to issue an Executive Director or Guardian SECED, or any stop anywhere on this line will be considered a crime, if not a high crime.

It is the responsibility of the LRH Communicator World Wide to see that this line is kept moving at a fast rate of speed and to report any failures to issue or stops on this line to Ethics who must immediately take Ethics actions to remove the person responsible for the stopped line from his post,

SECEDs which have not originated from the Executive Director or the Guardian go to HCO Steno for typing, running off and distribution.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 APRIL 1969

Remimeo

(HCO PL 2 July 1964 Revised)

(Cancels HCO PL 25 Jan 1966, Issue III)

(Corrected and Reissued)

BULLETIN AND POLICY LETTER DISTRIBUTION

Effective at once, the following is the policy on Distribution of HCO Bulletins and Policy Letters issued from WW.

ORGS REMIMEO

(Remimeo means mimeo copies to be made by the Org)

Only an electronic stencil will be made of all Remimeo HCO Bulletins and Policy Letters and mailed to each Continental Org (or Zonal Org).

The Continental Org (or Zonal Org) is then responsible for running off HCO Bulletins and Policy Letters for their nearby Central Orgs. However, when an Org gets large enough it may have its own stencil sent to them to run off copies for their own staff and students.

A Continental Org (or Zonal Org) receiving a stencil as above is responsible for all copies to be issued to the nearby Orgs, which are dependent upon it. The local Org (if it hasn't been sent a stencil of its own) may not Remimeo and re-orders will be at charge payable by the local Org to their issuing Org at locally arranged prices.

ORGS NON-REMIMEO

(Non-Remimeo means HCO Bulletins and Policy Letters which are intended for use but only by executives and therefore of limited distribution. It means not to be mimeoed again by the receiving Org.)

On Non-R~mimeo a very few copies are sent to the Continental Orgs and they in turn distribute to their nearby Orgs.

There are two classes of Non-Remimeo: General Non-Remimeo and Limited Non-Remimeo. General Non-Remimeo distribution is based on 1 copy for Master files, one copy to LRH Comm, one copy to The Guardian or A/G, one copy each to HCO ES, OES, PES, one copy to the reference files of all HCO Bs and P/Ls kept in Reception for staff, one copy to the head of the Department concerned and one copy to the post in the Dept concerned.

Limited Non-Remimeo means that copies only go to Master files, LRH Comm, The Guardian or A/G, HES, OES, PES.

When compiling a mailing to a *stencil receiving org* of Non-Remimeo, one takes the number required by the local Orgs served by the Continental Org and sends that many to the Continental Org. In its turn the Cont Org retains enough copies for themselves (including the Cont Exec Council) and sends the correct number to each Org they serve.

These are the standard mimeo distribution symbols:

Rernimeo
General Non-Remimeo
Limited Non-Remimeo
SH
ASHO
Franchise
Students
BPI
MA (Magazine Article)

Other *special* distribution may be indicated such as SHSBC, or Class VIII.

REMIMEO

This indicates main technical or Policy material.

Received by the Cont Org (or Zonal Org) in stencil form, copies are run off for their staff, and for the staffs of their nearby Orgs and for their students as they wish. They keep the stencil on file for additional copies as needed. They file copies in their Master and general files in each Org including the receiving Org.

The stencil Orgs have considerable discretion in how many they run off, how many they send smaller orgs (but they must insure I copy for each staff member in the local Org of Remimeo issues), whether they issue to students or not. But they must keep the stencil for re-use and file in their own Master files with the copy clearly stamped MASTER COPY.

LIMITED NON-REMIMEO

It is usually important that this does not get wide distribution as it has to do with Org know-how, planning, etc, and could be misunderstood. So it is not Remimeoed or strewn about. It may be taken up in Staff meetings but that is about all. One *never* republishes a Limited Non-Remimeo in a magazine.

GENERAL NON-REMIMEO

The same as Limited Non-Remimeo but somewhat broader.

These usually deal with broader points of Admin or Tech of interest to one or two production departments as well as the LRH Comm, The Guardian or A/G, HES, OES, PES.

Again, they are never strewn about or broadly republished as they could be misunderstood.

FRANCHISE

Franchise receives for a small fee technological materials, up to his level of classification. The Franchise Officer WW receives one copy for his files and one copy for each Franchise holder he is going to mail it out to. See HCO PL 20 Feb 1969 for local org supply lines.

BPI

Broad Public Issue (BPI) is a designation that sometimes appears on a Policy Letter or HCO B. This follows the same distribution procedure as for Remimeo, with the exception that it is also put in 'The Auditor' and Cont magazines.

These policies have become necessary by reason of new lines coming into existence and various changes of the past needing clarification.

In recapitulation, mimeos may *not* be issued except as designated, *extra* copies may not be furnished except for *cash payment*, and paper and postage waste must be kept reduced. Fewer pieces make faster lines.

There's one exception to the above and that is the BULLETIN CHECK LIST.

This is issued *once each month*, before the 15th of the next month. It will be air mailed to all Scientology Orgs independently. No electronic stencil is cut for it. Two copies, one for the HES and one for the LRH Comm, are sent by air mail to each Scientology Org independently.

This cross-checks whether or not the mimeo distribution system is working. In listing all mimeos sent, the distribution designation of each is given on the Bulletin Check List.

Where a relay point temporarily breaks down, its related orgs Will receive independent service direct until the matter is repaired, a matter which is up to the Dir Comm WW and LRH Comm WW to work out.

PERMISSION TO MIMEO

Nothing may be mimeoed or distributed on these lines unless it has been okayed by LRH, to prevent extraneous traffic from jamming the lines.

POSTAGE

Study to lighten postage, particularly air mail, for both World Wide and Cent Orgs.

Reduce it.

Revised for re-issue by:

LRH Comm WW - Rodger Wright

Qual See WW - Jim Keely

HCO Area See WW - Bruce Glushakow Ad Council WW

LRH Comm WW - Rodger Wright The Guardian WW - Jane Kember

for

L. RON HUBBARD Founder

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[Modified by HCO P/L 29 Jdnuary 1070 Issue 11, *Freedom to Remimeo*, in the 1970 Year Book.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 JUNE 1969

Remimeo
Exec Hats

**SUMMARY OF POLICY ON EXECUTIVE DIRECTIVES,
ADMIN AND ADVICE LETTERS, AND EXECUTIVE LETTERS**

To re-establish *Executive Directives* as "high speed urgent communications having the force of policy and requiring instant emergency compliance", the following types and *appearances* of mimeos are instituted:

EXECUTIVE DIRECTIVES

Blue ink on blue paper.

E.D.'s are there to say WHAT POLICY should be concentrated on, not to give new orders.

E.D.'s are high *velocity comm lines* used to change personnel, to handle emergencies or to make limited time policies or to handle personnel conflicts or chronic slumps.

E.D.'s MUST BE SPECIFICALLY ASSIGNED TO A PERSON OR PERSONS who will be responsible for doing them. *E.D.'s* containing projects require doingness. THEY must be *done* by someone.

E.D.'s expire one year from their date of issue if not sooner by reason of their text.

E.D.'s are entered in a log similar to I-RH Comm Log but in the Dept of I & R of issuing org. Compliance to *every E.D.* must be reported to I & R of issuing org.

The penalty for not complying with an *E.D.* is a misdemeanour and must result in an Executive Ethics Hearing or an Ethics Hearing.

If Continental Executive Secretaries fail to respond to WW *E.D.'s*, they are usually scheduled for early removal by WW.

The *only* answer to an E~ *E.D.* if a Continental Exec is not going to do it is to immediately order his CLO at Worldwide to convene a CLO Council to take up his complaint (as per HCOPL 20 April 1969 CLO Council WW).

E~ *E.D.'s* are distributed to Continental Exec Councils and they distribute to area orgs as follows:

I Copy to A/Guardian Area
I Copy to LRH Comm Area
I Copy to each Exec Sec
I Copy to Reception ED file

ADMIN LETTERS, AD VICE LETTERS

Pale salmon paper. HCO Divs-green ink, Org Divs-red ink, Public Divs-black ink.

Purpose: Normal general policy enforcement or advices.

Usually designated General Non-Remimeo.

Remain in force until cancelled.

HCO EXECUTIVE LETTERS

Blue paper. Green ink.

Meant for every org. Remimeo or Non-Remimeo as specified.

Purpose: Carry advices, how to do things, short term projects, requests for data, information, reports on the states of things in general or some activity in particular or

how some extreme condition was caused or how some extreme condition is progressing.

Headed: TO:
FROM:
SUBJECT:
REFERENCE: (with numbered paragraphs)

When an Exec Letter requests data it is headed under the HCO EXECUTIVE LETTER OF DATE line, REPORT REQUIRED. This is done only when reports are required from all orgs. When an Exec Council receives a REPORT REQUIRED HCO EXECUTIVE LETTER, the HCO Exec See immediately makes a folder for it, with title and date one month hence and holds it ready.

All reports received as a result (usually written on the Executive Letter received by the org) are instantly and accurately filed in that folder.

In exactly one month as visible by its date on the folder, this folder is sent to Dept I/R of senior org who has this logged to check compliance.

HCO INFO LETTERS

Blue ink on white paper. Strictly an LRH line only.

This HCO Pol Ltr summarizes and aligns the following Policies and E.D.'s:

HCO PL's:

20 April 1969	CLO Council WW
25 Oct. 1968	Important, Admin Know How
10 Aug. 1966	SecEds, Executive Director & Guardian (amends 7 May 1965)
13 Feb. 1966	See Ed OK (Continued) Pol Ltr Changes and Origins
3 Feb. 1966	See Eds, Definition and Purpose Cross Divisional Orders
3 Feb. 1966	See Ed Change in Issue and Use
I I Jan. 1966	AdCouncil and AdComms Orders, Issue of
8 May 1965	Cancellation of Assorted Directives
8 May 1965	Flash Colours and Designations-Sec Eds, Form
Issue II	
7 May 1965	Cancellation Mimeo Distribution Changes
22 Feb. 1965	Executive Director Comm Lines
Issue III	
7 June 1961	Orders
5 June 1961	Continental Issues
4 Feb. 1961	Types of Letters Established

E.D. I Int 6 Sept. 66 (Renaming of See Eds)
See Ed 457 INT See Eds, Distribution of (23 August 1966)

Pat Bloomberg Dissem Sec/WW Bruce Glushakow
HCO Area Sec/WW for AD COUNCIL WW Jim
Keely Qual See/WW Rodger Wright LRH
Comm/WW EXEC COUNCIL WW Jane Kember
THE GUARDIAN WW for

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by L. Ron Hubbard

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 AUGUST 1965

Saint HAI

APPOINTMENT OF XEROX OFFICER

A Xerox Officer is created as a post in the Department of Communications.

Anyone desiring to have anything xeroxed Must route such to the Xerox Officer stating the number of copies required and the purpose of such. No more than 10 copies of any one item may be xeroxed.

Staff are reminded that forms, mailings and such like are to be mimeographed rather than xeroxed for such purposes.

Using the Xerox is not only very expensive but is an avoidance of the permission required to mimeo.

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HUBBARD COMMUNICATION 37 Fitzroy Street, London

HCO POLICY LETTER OF 26 JA~ Issued at Washington
(Supersedes HCO Policy Letter of 23

cc: HCO Exec Sec
HCO Area Sec
Certainty Editor
HCO Melbourne

SCIENTOLOGY MAGAZINES

Every Scientology Magazine should be mailed surface first class two copies to each HCO Office, one copy to be posted on a public board and one to be held in HCO's Magazine files.

L. RON HUBBARD

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[This 26 January 1959 issue extended the earlier 23 January policy by designating what was to be done with the two copies on receipt, and specifying first class surface mailing.]

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37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 22 JUNE 1959

Central

MAILING LISTS

HCO Saint Hill can act as a security repository of all mailing lists.

I want a copy of each list now extant in Central Organizations.

HCO Area Secs please expedite.

Send lists to HCO Saint Hill; Saint Hill Manor, East Grinstead, Sussex.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 15 JANUARY 1960

CenO
Address depts

PAB MAILINGS

When sending stickers or addressed envelopes to HCO WW at Saint Hill for the PAB mailings, please ensure that only the following are included:

International Members Lifetime Members (Shareholders) Participating Members.

Participating Members will only receive PAB magazine until their membership expires. Please make sure that they are removed from the list at the appropriate time.

Peter Hemery
HCO Secretary WW

PH:js.rd
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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 AUGUST 19.62

Address-in-Charge

NAMES AND ADDRESSES OF ACADEMY ENROLLEES

I require 2 cards, size 3" x 5", -of each person who has ever *enrolled* in an Academy of each Central Org, giving the name and address. This would include of course all certified auditors as well.

Kindly run these off and let me have these as soon as possible.

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ADDRESS UNIT

Under Address-In-Charge, the up to date addresses of all persons in the Live and Inactive Files of CF are kept readily useable on a proper address machine.

Address-In-Charge is always ready to give any unit or department a complete card file complete with designations on persons in whom that function is interested.

Address-In-Charge receives a copy of all invoices before they go to CF to make proper address changes or bring designations up to date.

All mailing and mail functions of the Organization properly come under Address-In-Charge. This is external mailings. The, internal des atch system Can **also** be included here if in use.

All franking machinery also comes under Address-In-Charge as well as stamps and their safekeeping.

L. RON HUBBARD

[Excerpted from HCO P/L 14 February 1961, *The Pattern of a Central Organization*. A complete copy appears in Volume 7 on page 147.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 APRIL 1962

Central Orgs

COMMENTS ON LETTER REGISTRAR DEPARTMENT

The Letter Registrar department system is *very* concise. Central Files contain folders of persons who have *bought* something. Not idle lists.

C/F folders contain names of persons active in the last three years, persons who wrote to us or bought something.

Addresso is the card file system of C/F. Addresso plates are tabbed in such a way that they reflect C/F *exactly*, without further card files. Addresso gives the Letter Registrar card files from the Addresso plates.

Other lists, such as the Old Dianeticist list, and their correspondence remain valuable, and should be kept intact. Such lists should receive at least one mailing every year.

The Letter Registrar and typists have their own Office. C/F and Addresso have their own office (or offices). These should be adjacent.

In a fully operational Central Org there must be:

- I . Letter Registrar.
2. Typist or typists
3. C/F Promotion/Liaison
4. C/F-in-Charge
5. Address Clerk

If not already in operation, a crash programme should be set *up, using other personnel than these*, to sort out C/F folders and divide them into "active" or "inactive", make Address exactly tally with C/F folders active, so that Addresso becomes the index system for C/F. Get a C/F that goes back at least three years. Keep inactive files handy so that a person's file can be activated if he writes in or buys something.

Restore the system of routing invoice copies to Address and C/F, so that they can then check for plate or folder and make one if not there.

If these routine precision clerical actions are missing, low income will result. If they are well done, then with the addition of excellent technical results in the HGC and excellent training in the Academy, you will win.

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HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 NOVEMBER 1962

All Orgs
Appropriate Depts

ADDRESS MACHINES

(HCO See-Please hat-check this on
Address In Charge if you have one of these machines)

On the Metal Plate Addressograph Machine which is used in most Central Orgs, the usefulness of the machine is enormously reduced by laying aside the "automatic envelope feed".

This is not used because the machine gives trouble on envelopes or magazines on "automatic feed".

The secret here is that *the basic usefulness of the machine is not for envelopes.*

Because it is called an *address* machine you don't realize its use is mainly for *People Filing*. If you thought of it as a People File machine, you'd get over this hump on the automatic feed.

The machine is primarily for CARD FILES for use by the Registrar and Central Files, the Academy, the HGC and the Letter Reg. We don't care if it *never* addresses an envelope the rest of its life.

The automatic feed will work on small file cards, 3 x 5 or some such size. It will not work well on envelopes or magazines.

Therefore, set the automatic feed up for FILE CARDS only, and don't use it on envelopes (unless you're having no trouble with using it either way).

In Washington and elsewhere the automatic feed has been abandoned because it won't address magazines and envelopes. That makes the machine useless for its basic purpose of making Index Card Sets for various departments in the organization.

Set the automatic feed for FILE CARDS and run off sets of cards as follows:

1. Membership (a) International (b) Lifetime
2. Full set for Central Files, every plate you have.
3. Full set for Letter Reg with full designations.
4. All Students ever enrolled for the Academy.
5. All HGC pcs ever for the D of P.

Use automatic only on cards. Use cheap cards that will feed easily. And *use* the automatic feed.

Do statements, magazines, envelopes in general by hand feed if automatic can't be made to work on these.

Without adequate card Files of people in the proper org hands, income is greatly reduced.

It is up to Address-in-Charge to make sure that such sets are routinely supplied to departments for their use and that old sets are destroyed and not passed on outside the org.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 APRIL 1963

CenOCon

IMPORTANT-EMERGENCY LIBRARY

In accordance with HCO Policy Letter of October 24, 1962, of establishing an International Headquarters of Scientology at Cape Town in the event of an Atomic War, ALL Central Orgs are to deposit with Cape Town a complete record of all current addresses held at each Org *every six months, as at 30th June and 31st December.*

These addresses should be run off on a continuous roll of paper on the Addressograph and these rolls are to be despatched to Cape Town as soon after the above dates as possible. They are to be sent by registered surface mail and Cape Town are to be advised by airmail the date of despatch of these rolls of addresses. On receipt, Cape Town are to acknowledge each Org of the arrival of their addresses. Cape Town are to advise me of Orgs that have not complied.

It is incumbent on all HCOs to see that these important records are maintained current.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 JANUARY 1964

Cen Orgs
Address Depts

ADDRESS CHANGES FOR WW

The Address Dept of each Org henceforth must send to Addresses WW notification of any change in address, or name, of Field Auditors. This notification must include the old and new address.

(Field Auditor defined as HQS and above.)

Issued by: Joseph Breeden
Addresses in Charge WW
for
L. RON HUBBARD

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Authorized by: L. RON HUBBARD

[Replaced by HCOP/L 27 September 1965, page 281.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 SEPTEMBER 1964

General Non
Rernimeo
(CF and Address)

**CHANGES OF ADDRESS TO HCO WW
FOUNDING SCIENTOLOGISTS**

Please send copies of address changes to HCO WW CF and Address. *Either* send *all* your address changes with a note of the tabbing of the person, *or* send only the address changes which we need to know (see below).

Ordinarily address changes sent to an org are routed to the org's address dept. Address then changes the plate and makes one or more proof slips to check accuracy of plate, and also for various purposes within the org. Whatever system is used, please route a proof (in the form of individual cards, addresso rolls or a list) to Address Unit, Saint Hill.

If you will do this, you *no longer need to send Saint Hill stickers or envelopes monthly for PAB mailing as has been the custom*. Reason: PABs will be sent out enclosed in each copy of 'The Auditor'. This means that we do not need to know of the expiry of a membership, only new ones, and address changes. Note: we are in the process of updating our plates with International Members we do not at the moment have, from the last stickers or envelopes you sent us, so no action need be taken by you to facilitate this.

Once a year run off *either* a tape of *all* your addresses with the tabbing of each person *or* ran off a tape of addresses of the people we are interested in. This permits Saint Hill to bring its Address Unit fully up to date.

If you are going to send *all* your address changes with the tabbing against each change (some machines do this automatically), send at once to Address Unit Saint Hill a copy of your tabbing code.

If you are going to send to Address Unit Saint Hill only the changes which we are interested in, please send at once a copy of your tabbing categories so that we can instruct you which categories to advise us on (broadly we are interested in anyone who has enrolled in an Academy, Auditors, and International Members, send these changes at the moment, but speedily let us decide which of your tabbing categories we need).

If you anticipate any difficulty on this, please send details to the Address Unit, WW.

Founding Scientologists: After December 31st no further applications for Founding Scientologists will be accepted. Founding Scientologists are tabbed as such in the Address Unit World Wide. As soon as possible after December 31st, a full addressograph list of Founding Scientologists in your area will be sent to you. Please tab these people as Founding Scientologists in your addresso. Also see that the C/F folder of each Founding Scientologist has an indication in it that he or she is a Founding Scientologist.

L. RON HUBBARD

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(Modified by HCO P/L 20 October 1964, Stickers for PABs *Wanted*, on next page. Replaced by HCO P/L 27 September 1965, *Changes of Address for WW*, on page 281.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 OCTOBER 1964

**General Non
Remimeo
(C/F and Address,
Memberships Depts)**

STICKERS FOR PABs WANTED

Modifying part of HCO Pol Ltr of September 24th 1964, "Changes of Address to HCO WW-Founding Scientologists", PABs will be sent to International and Professional Members every alternate month. The Auditor will normally be sent out to all on WW mailing list in months in which no PAB is mailed.

In order to send out the PABs to International Members we need you to resume the system of sending stickers (or envelopes) to WW (WW does not keep a record of International Members). Please therefore send into WW, to arrive on November 1st 1964, stickers with names and current addresses of all your International and Professional members (London should send envelopes). Thereafter send in stickers (or envelopes) to arrive here on the 1st of each alternate month.

Other instructions in HCO Pol Ltr of September 24th 1964, remain unchanged, and should be carried out as soon as possible, if they have not already been carried out.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 30 OCTOBER AD 14

Gen. Non-Remimeo
Sthil Students
Franchise
Sthil CF

MAILING LISTS FOR FRANCHISE HOLDERS

(HCO See: Note that this is an important piece of current promotion and see that it, with Pol Ltr on Pricing Formulas, Exec Ltr on CF Overhaul, are thoroughly known and understood by the Assn/Org See, Dir Prom Reg, and CF and Address In Charge. We're arranging a boom. Don't let any parts of how we're doing it go awry, in your Org. If all steps are taken and continue in force, the boom **will** be on in your area.)

For some years we have had a policy of no mailing lists should be sent or issued to the field.

That policy is now relaxed only so far as the following:

- I. Franchise Holders in good standing may be issued a certain type of list.
2. The list may only be issued by being addressed on address envelopes for a brochure as follows and may not be in tape roll or card form and no plates may be given to Franchise Holders.
3. No list of persons actively in communication with the Central Org may be released and such persons may not be part of any list issued.
4. A Franchise Holder may receive lists only for the area in which he is actually operating.
5. No list issued becomes anyone's exclusive property and lists may be duplicated where areas are the same or overlap.

TWO TYPES OF ADDRESS FILES

A Central Org or City Office with Address Equipment and Files normally carries and preserves all addresses ever collected.

In practice, certain plates are retired to storage when the name has not been actively in communication with the Central Org for some time. This period has varied but was usually 3 years. In short, if someone was out of comm with a Central Org for 3 years, the address plate was retired to dead files.

If this procedure has not been followed, then this action will have to be done: All invoices ever written by the Org will have to be exhumed from Accounts and a whole new Address Plate File made, from the start of the Org up to its present "active" plate files.

If the plates have been kept, this is a simple matter. One simply regards "inactive address plates" as Franchise Files.

The two types of address files are then as follows:

File A: Active Address Files of the Central Organization.

File F: Franchise File.

All files are by districts as postal authorities usually require it for mail packaging. If they aren't then File F must be broken down into states or counties or some such geographical area. Population density, not square miles, is the best criteria, so you may have 3 districts for Greater New York and one for Arizona, New Mexico and Wyoming.

BROCHURE FOR FRANCHISE

A special brochure for the Franchise Holder must be made up and printed by the Central Org. This should consist of the 17 basic definitions and what a Franchise Auditor can do and what training he can give. A Franchised Auditor should be defined. An invitation to communicate should be given.

A space for a Franchised Auditor to write, print or stamp his name or the name of his centre must be left on the brochure.

The brochure is provided with proper mailing envelopes.

BROCHURE DRILL

On payment for a certain number of brochure copies (500, 1,000) to cover printing, addressing and posting the carton to him, a Franchise Auditor in good standing may receive addressed brochures from Central Orgs (not Saint Hill).

Address addresses the envelopes up to the number of addresses available for that district. Only File F (above) is used. Address does not stuff.

The addressed envelopes in one bundle of the carton and the brochures in another part of the same carton are shipped off to the Franchise Auditor.

Any part of the ordered brochure envelopes remaining when the number of plates for that area are exhausted, are sent blank for the Franchise Auditor to put his own addresses on.

The Franchise Auditor receives the carton, addresses the envelopes left blank as he wishes, has a printer run off his name and address on all the brochures or stamps them or writes his name and address on them, and, paying the postage, mails them out to his area.

People, finding service close to hand, will often break silence and correspond or call. Groups will form. Personal contact will revive. Now that we have why people dropped out (definitions not understood in older subjects or in Scientology, a fact which can be mentioned in the brochure), we can get them back.

FACTS ABOUT THE FIELD

It is hard for a Franchise Auditor to get in touch with people.

People when they know he is there will wake up and go to him when they never would come into the org.

A Central Org which does not cultivate auditors in the field does badly.

A Central Org has been known to misguidedly suppress field "competition".

A survey of pcs some time ago showed the majority originally had been sent in to the HGC by the field, a fact Central Orgs sometimes overlook.

The Franchise Auditor, delivering service as a well trained professional, is nobody for an Org to deter but encourage.

Only bad experiences with squirrel, badly trained or untrained persons in the field lead Orgs to withhold from them. These experiences seldom if ever occur with Franchise Auditors.

It would be dull to release the total active list to the field. It would be dull indeed to release File F to anybody and everybody, competent and incompetent alike. It would be equally dull not to forward the programme covered in this Policy Letter.

NEW PROMOTION

The above project should be undertaken quickly. The sooner it is undertaken, the higher the general activities of Scientology will increase.

The line must be grooved in now while it can be. The brochure must be prepared and printed. Special help must organize the separation of Files A and F and in at least one case File F will have to be put on plates all over again.

The reason this will have to be done quickly is because there won't be any spare motion later with which to do it.

New promotion is so rigged that City Offices will be putting out vast amounts of advertising of books locally and Central Orgs nationally.

These new book buyers have been missing in our planning for years for reasons of false economy. Now we are going to start them rolling in.

New Promotion-and new books-will send orgs into a state of such activity that they might flub the drill of Franchise brochures if begun later. So start it now and you will have it grooved in when things really start. You will soon have more addresses than you know what to do with.

HANDLING NEW ADDRESSES IN CENTRAL ORGS AND OFFICES

Starting right away, this is the drill for new book buyers. This drill also will be kept in and followed after advertising begins.

1. A person buys a book personally or by mail *for the first time*.
2. The invoice is made out with the name and address bright and clear on all copies.
3. One **copy** goes to shipping or books whether mailed or just handed out.
4. One copy goes to own Address. (This is true of all orgs including City Offices. Whatever is done with remaining invoice copies is according to standard accounts procedure.)
5. Address cuts a plate or stencil and Puts a *date* on it and a designation like BB 3/3/65, meaning the person bought a book on 3/3/65.
6. This plate is put in File A and receives whatever goes out to File A for 3 or 4 months.
7. Any *new* invoice, indeed *all* invoices, go to Address. If a BB in File A buys more books or training or processing Address obliterates the BB 3/3/65 on the plate or stencil either by just flattening it on a metal plate or cutting a new stencil in case of less durable stencils.
8. At the end of each quarter (Mar. 31, June 30, Sept. 30, Dec. 31 all approximate) Address removes all BB plates *older* than 3 months.
9. These plates are now placed in File F with its geographical mates.
10. Franchise Holders are informed they should buy new brochure sets and these should be addressed from File F, using all plates in it, old or new.

FRANCHISE OBLIGATION

To procure a set of addressed brochures, a Franchise Holder must pay cash to the org and, must specify how many addresses for what districts and how many envelopes are to be left blank.

On receipt of the carton, the Franchise Holder is obliged to mail at least the addressed envelopes, containing the brochure furnished and any piece of his own additional literature, providing only that it mirrors no games condition with other auditors or the org, and contains no claims contrary to standard policy regarding healing, the insane, etc, as contained in HCO Pol Ltr of Oct. 27, 1964, or as amended from time to time.

The Franchise Holder is obligated to turn in to Saint Hill At the end of each year a COMPLETE LIST of the names and addresses of persons who have bought things from him-books, auditing, processing, courses-so that these people can be sent a copy of an International Magazine.

Failure to carry out these above named obligations would result in a caricellation of the privilege of receiving mailing lists, if not of Franchise.

CITY OFFICES

A City Office must forward copies of its new book buyer list to its Central Organization the moment it becomes File F. It must be plainly marked File F and include only File F names as above.

The City Office may keep its book buyers who then buy more books, training or processing (its File A). However, to get its people sent a magazine it should routinely send ENVELOPES pre-addressed by the City Office to the Central Org. If a City Office finds this arduous, it may simply send *all* its invoices to the Central Org for the Central Org's complete address and File A, File F handling.

A City Office may then (a) keep its own address unit going, or (b) count on the Central Org doing it all for them. Either one or the other must be selected and followed.

Where a City Office fails to keep its address unit cracking, the Central Org must demand the address unit copy be sent to the Central Org when the invoice is written up

by the City Office just as though the Address Unit of the Central Org was part of the City Office.

A City Office may not retain the Address Invoice Copy if it is not maintaining an Address Unit, even if it "plans to" but must send the copy to the Central Org, not save it. It can note down and record its active "customers" in a book and still send the invoice copy to the Central Org.

The names and addresses of City Offices must be carried in each issue of every magazine mailed by Scientology Orgs.

A City Office may also buy its area's brochure but in this case should add to the envelope a sheet of its own stating it is a City Office and defining Central Org, City Office, Franchise Holder and Field Auditor as to their relative status and seniority in Scientology. This should be done without ARC Breaking Central Orgs, Franchise Holders or Field Auditors, but should also emphasize the virtues of a City Office as *the* responsible representatives for Scientology in the area.

DESIGN FOR THE BOOM

You see the promotion pattern emerge now. First, get the org streamlined, with tech high. Second, the Pricing Policy Letter of Oct. 19, 1964. Now the using of names to the fullest extent.

The HCO Pol Ltr of Oct. 19, 1964, is going to force city and national book advertising into existence. This is done by building an account up (HCO Book Account) that has only one real outlet-book advertising. I intend to get each org's HCO Book Account into a very swollen condition and get it spent on book advertising as the only possible value that saves it from the tax man. Into this channel, new effective books will be poured into the public's hands.

The ensuing prosperity will come first to Central Orgs and City Offices and then to Franchise Holders. Out of this prosperity the HCO Book Account is going to fatten up alarmingly and have to be spent prodigiously on advertising books.

Given only effective training and processing in accordance to current design and supported by our now existing technology, this cycle can continue over and over. The HCO Book Account in each Central Org and City Office will swell up by reason of processing and training discounts and book sales and can only be lowered greatly by new book ads.

The book buyers will be channeled to Franchise Holders as above. These, to cope, and because org income is spectacular, will become City Offices and coming under the rule of the HCO Book Account and now able to sell membership and higher level courses, will pour new advertising out in their areas. And new Franchise Auditors will come into existence and in their turn ----

Well, you get the pattern.

There are those who *dread* a boom. They think if it can all be kept small enough it can be handled easily.

But we don't happen to have easy handling of things as our main purpose, so I trust such won't be too spun about by the rush. The truth is, things are only hard to handle when you haven't got any volume. Right? So let it boom!

I said I was kicking the door open.

That pop you just heard was the top hinge.

L. RON HUBBARD

LRH:jw.rd

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[Cancelled by HCO P/L 18 April 1965, *Prices Lowered Because of New Organization Streamline*, Volume 3-page 93.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 8 APRIL 1965

Remimeo
HCO Sec HAT
HCO Dissem Sec HAT
Dist Sec HAT
Dir Comm HAT
Dir Prom Reg HAT
Dir Field Activities HAT
Dir Clearing HAT
Dir Ins & Rep HAT
CF & Address HATS
CF Clerk HAT
Address HAT

DIVISIONS I & 6
DISTRIBUTION DIVISION
HCO DIVISION I

HCO DISSEMINATION DIVISION 2
CF & ADDRESS

**CANCELLATION OF MAIL LISTS
TO FIELD AUDITORS**

HCO Policy Letter of Oct 30, 1964 "Mailing Lists for Franchise Holders", the Programme which puts your book buyer list in field auditor hands "if the book buyer buys no service in 3 months".

This whole action passes, on the New Org Board, to the Distribution Division and the system itself is to be modified.

What should happen is that the Distribution Secretary Division 6 can be given card files of existing address names by areas by Prom Reg which they can hand out to field staff members in that area.

The responsibility for getting names from Prom Reg lies with the Distribution Secretary.

The responsibility of preserving intact their mailing list is the responsibility of the HCO Secretary and HCO Dissemination Secretary.

LISTS NOT RETIRED

NO ADDRESSES OF PERSONS WHO HAVE BOUGHT SOMETHING MAY EVER BE RETIRED.

This cancels any policy, directive or idea to the contrary.

NO.CF FOLDER MAY EVER BE RETIRED FROM THE FILES.

The definition of a CF folder is THE FOLDER OF A PERSON WHO HAS BOUGHT SOMETHING FROM AN ORG.

Exceptions to CF no-retirement policy are dropped body in which case the CF folder goes to HCO Inspection and Reports Ethics Section for safekeeping and for any investigation and is filed there, fugitive, and Suppressive Person folders. These become part of the Dept 3 Ethics Files. But even so, a dummy folder with the name, a gold-coloured board, is left in CF with the name on it to show that Dept 3 has it. Anything afterwards coming in (invoices, letters, etc.) to be filed in such folders is stamped by CF ETHICS FILES DEPT 3 and is sent on to HCO Ethics Section. When the CF clerk sees that what he or she is trying to file has a dummy gold-coloured board instead of a file, the CF clerk stamps the unfiled bit as above and sends it on.

When the HCO Ethics Section calls for a file CF always makes a gold-coloured dummy and puts it in place of the file and sends the File to Ethics Section.

There is no other retirement of lists.

"Inactive Files" are simply THOSE FILES WHICH ARE NOT MEMBERS OR PROSPECTS.

"Active Files" are simply "THE FILES OF THOSE PERSONS WHO ARE MEMBERS AND THOSE PERSONS WHO HAVE BEEN TRAINED OR PROCESSED AND THOSE PERSONS WHO HAVE EXPRESSED A DESIRE TO BE TRAINED OR PROCESSED".

There is no time limit on how long the file is active.

"Hot Files" are those that RECENTLY EXPRESSED A WISH TO BE TRAINED OR PROCESSED.

NOTHING MAY BE FILED IN A HOT PROSPECT FILE THAT HAS NOT ALREADY BEEN ANSWERED BY A LETTER REGISTRAR.

If the CF clerk sees something that is not marked "answered" by the Letter Reg being put into a CF file the clerk must return it to the Letter Registrar.

No want for training or Processing may be merely "acked" or "form lettered" and then marked "Answered".

LRH:jw.cden
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L. RON HUBBARD

[See also HCO Policy Letter 7 June 1965, *Entheta Letters*
mzd the Dead File, Volume 1, page 415.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 OCTOBER 1964

Limited
Non-Remimeo

**ADDRESSOGRAPH
EQUIPMENT WARNING**

There is a bug in your Addressing that can ruin you.

Central Orgs are currently expected to have and use heavy duty metal plate addressing equipment.

City Offices may use silk screen stencils and automatic feed addressing machines.

There is one huge bug in the heavy duty equipment as its company has salesmen who *run down* the automatic feed system "as not worth while for mere 5,000 piece runs." These salesmen tell Addressograph operators in our orgs this contrary to every principle of their own company and our best interests.

It takes a couple of days of hard work for our staffs to *hand* feed one of these big machines 5,000 pieces. The automatic feeder does it in a few minutes.

Unknown to Org Sees and Assn Sees we are consistently knocked into a false proceeding by these salesmen. They do it to us all over the world. They tell our Address-in-Charge that the automatic feed "takes longer to set up than it does to run it all by hand." This is then told to the Org See or Assn Sec and the automatic feed is abandoned. Thereafter you *can't get rapid addressing done* and everybody fights against furnishing cards or addresses to anyone because it is too much work. Of course it is, by hand.

Our Addressograph operators must learn:

- (a) To set up and use the automatic envelope or card feeder.
- (b) To not try to address bulky magazines or oversize envelopes on the automatic feed as *that is* what jams it.
- (c) To learn to use the tape feeder and make sticky tapes for large bulky things. These have a dispenser. You make the tape of addresses, put it in a dispenser which wets its glue and put the sticker on the large envelopes.
- (d) To make tapes or sets of envelopes or cards very rapidly.

If you don't take care of this bug and keep it cared for, this whole programme will break down.

One solution is to make it mandatory that any call at the erg by an Addressograph representative be reported at once to the Assoc/Org Sec so the representative can't mess us up.

Another is to junk Addressograph and get other equipment that *can* be fed by machine rapidly.

If I sound strong on the point, remember, I've fought this same bug on every continent and *it is a primary reason for unit decline*. The work of addressing is then so great, the staff (a) lessens the number of mags to be sent, and (b) retires too many names too fast from the lists.

So in getting this programme in, realize the frailty and bottle-neck character of addressing equipment and the psychosis of the largest addressing company. A smaller silk screen machine with an automatic feed will address more envelopes or cards than a large machine if a representative keeps getting your staff sour about using automatic feed. Hand fed rubber stamps would be almost as fast as a big machine which is being stopped by its own company.

One of these characters from Addressograph turned up here at Saint Hill only a few days ago. And you know what he told the Address Unit? "You shouldn't use an automatic feed. It's for 60,000 piece mailings. Feed it by hand for the small number you've got." And there went your "Auditor". I heard a ripple on the line and investigated and sure enough our equipment was about to be stopped.

So any automatic addressing equipment that has individual plates and will automatically feed swiftly is to be used. And any org with equipment which has to be hand fed one piece at a time for any reason, should get other equipment.

I've seen a trained addressing operator set up an automatic feed in three minutes and run all the addresses in the place off in one hour.

And only that kind of equipment and operation will make this project work. For this project will only break down where addressing becomes too long and too laborious for a staff to confront.

SILK SCREENS

Silk screen stencils may be re-silked at a very low cost, a fact not well known. So any org starting out this project or having to re-do the whole list from invoices does not have to buy heavy plate Addressograph equipment but should seek some other make, whether plate or screen, that can do a fast, effective job.

Those orgs with huge stacks of metal plates and Addressograph equipment should do all possible to get their machines into full automatic operation and put a sign on the wall: "To the Addressograph Representative: Yes, we know small lots like ours should be hand fed. However, we use automatic feed because we're Martians,"

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 JANUARY 1965
Issue 11

Gen Non-Remirneo
Attn CF & Address

ADDRESSOGRAPH EQUIPMENT

A short while ago I discovered quite by accident and with no help from the Addressograph Company that they sell a paper roll-guillotine attachment for their big machine that will give a 5 x 4 inch card with automatic feed without using the envelope automatic feed.

This attachment is apparently all we need to rapidly give Registrars, Ds of T, etc., card files they can use. As this is the primary purpose of the machine, it is welcome to know there is a way to do it quickly.

In giving Franchise Holders mailing lists for their areas, it would only be necessary to run them off a gummed tape and send it and the brochure envelopes along to them for them to assemble.

Thus the envelope feed chute that won't work and nobody uses isn't necessary. Instead use the tape feeder with a gummed tape and a dispenser for addressing and a card printer and cutter for our card lists.

The exact data and number of this file card maker is: Addressograph- Roll Feed and Guillotine Attachment for Class 1600 and 1900 machines.

If you can't do address lists **fast** for the Registrar and others, they can't do their jobs well. If you can't do address lists **fast** for Franchise Holders for their areas as per recent Policy Letters, it will be a burden and the project will be shelved.

So this attachment is of great interest to us.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 DECEMBER 1964

Limited
Non-Remimeo

ADDRESS LISTS TO CITY OFFICES

The local area address list may be given to a City Office when it is fully established as a City Office and when it has been okayed as a City Office by me. The list given may only cover their very local area.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 27 SEPTEMBER 1965
(Replaces HCO Pol Ltrs of 24 Sept 1964
and 10 San 1964)

Gen Non-Remimeo
Address-in-Charge

CHANGES OF ADDRESS FOR WW

Please send copies of address changes of all people who are HRS or above and Grade 0 Release or above, to Address I/C St Hill. Send all your address changes with a note of the tabbing of the person. Once a year, run off a separate tape of all your addresses with the tabbing of each person. This permits Saint Hill to bring the Address Unit fully up-to-date.

The Address Section of each Org, henceforth, must send notification of any changes of name or address of any one HRS or above and Grade 0 Release or above, to Address-in-Charge St Hill and this should be done once a month.

L. RON HUBBARD

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 NOVEMBER 1965

Gen Non-Rernimeo
CF Officer
Address-in-Charge

Issue II

**FOUNDATION CENTRAL FILES OFFICER AND
ADDRESS-IN-CHARGE**

Until such time as the Foundation warrants a C/F Officer and Address-in-Charge, the Day Org C/F Officer and Address-in-Charge is to cater for the Foundation posts as well as the day posts. People doing amends projects may be used to help on these posts.

The duties that need to be filled are for the Address-in-Charge to:

1. Make a new plate for anyone making use of Foundation services, from the invoice, and file it in a Foundation drawer, irrespective of whether the person has a plate elsewhere.
2. Supply a sticker to C/F for the making of a folder.

The C/F Officer is to:

1. Check to see if the person named on the sticker has a file in C/F. If there is he must simply tab the folder with a green tab on the right-hand side of the folder. If there is no folder for the person named on the sticker, he is to make a new folder with a green tab on the right-hand side of the folder and file it. There are no separate files for the Foundation.
2. Supply the Letter Reg (Foundation), if there is one, with a pile of 20 folders, or more if requested, each day, so that letters can be written.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 JANUARY 1966

Gen Non-Rernimeo
CF Hat
Address Hat

Issue 11

**INTERNATIONAL CHANGES OR AREA
. CHANGES OF ADDRESS**

When someone on your central files moves out of your org area (Re from Australia to South Africa) notify Address and CF of the org nearest to where the person is located. Send the person's folder, complete with all correspondence, info on their training and processing, memberships and Ethics matters, if any. Route this to Address, then CF of the org nearest to where the person is going.

Delete the person's name from your own Auditor mailing list.

Notify the Letter Registrar of the person's name and address and advise they are moving.

Notify Saint Hill Address of the change of address.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 30 JULY 1968

Remimeo

GROSS INCOME SENIOR DATUM

THE SIZE AND NOT THE QUALITY OF AN ORG'S MAILING LIST AND THE NUMBER OF MAILINGS AND LETTERS TO IT DETERMINES THE GROSS INCOME OF AN ORG. IF THIS IS NOT KNOWN AS A SENIOR DATUM TO EXEC SECS AND KEPT IN BY THEM THEIR CONDITION IS TREASON.

L. RON HUBBARD
Founder

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 SEPTEMBER 1968

Remimeo
TO ALL ORGS FRANCHISES

ADDRESS LISTS

An Address list must contain the principal names of Scientology, the Exec Councils of Orgs, Mary Sup, Hubbard and L. Ron Hubbard, Founder.

This enables executives to check what was mailed when and in what condition it was received.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 SEPTEMBER 1968
Issue 11

Remimeo
To all Orgs,
HCO Area and
Addresso Hats

**WORLD ADDRESSO
CO-ORDINATION**

This policy letter takes precedence over any other system, ED or policy letter. The system of filling out "Forms" of new names is abolished.

The post of WW Addresso Co-ordinator is hereby created, to be placed under Dept 2 WW. He is responsible to see that the lines set up to expedite the routing of new names, flow fast and are not blocked with non-compliances. He sees that the Org Addresso policy is followed to avoid confusion. He makes sure that addresso lists are routed to the right place at the right time. Backlogs are severely treated.

Mailing lists and new names are becoming increasingly valuable; they are the gold coins of an org which will lead to future prosperity. The Addresso Section of an org must not be unmocked.

At the end of every month each org runs off a tape of stickers of their pc and student graduates and address changes during that month.

The following diagram shows the routing of such sticker tapes:

US & Canada Orgs

EU & Commonwealth
Orgs

SH
Dir of Comm

ASHO
Dir of Comm

N/

AO Liaison WW

SEA ORG
FLAG DIV 6
Addresso I/C

US and Canadian Orgs send their address stickers to ASHO.

ASHO checks them and makes its own plates of these and runs off the full list of the US and Canada orgs combined with its own new grads for that month which it sends to SH addresso. AO Liaison in LA is to ensure that this is done.

SH addresso checks them and makes plates. SH runs off a full list of Europe and Commonwealth lists of the month combining it with its own and ASHO's. This new grads world list is sent to AO Liaison WW at OT Liaison Unit WW who routes this to the addresso of the SEA ORG.

The result of this system of routing results in every org having an up-to-date list, SH and ASHO having full up-to-date lists of their areas, WW having an up-to-date WW list and the SEA ORG having an up-to-date list for the world consisting of SHSBC and solo grads, Academy grads, Grade IV pcs and VA pcs.

Diana Hubbard CS-6 for L. RON HUBBARD Founder

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[Sec also HCOFIL 18 April 1969, *World Addresso Co-ordination Revised*, on next page. 1

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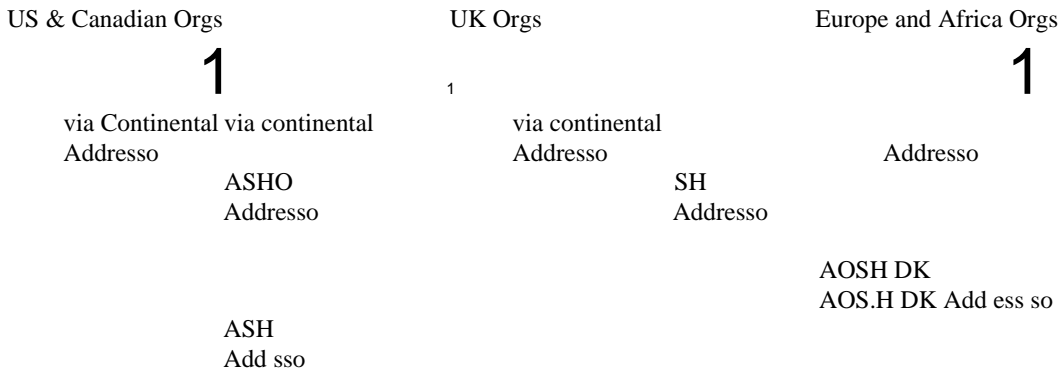
HCO POLICY LETTER OF 18 APRIL 1969

Rernimeo

**WORLD ADDRESSO CO-ORDINATION
REVISED**

The data contained in this Policy Letter takes precedence over that of 2nd September 1968, where conflicts may occur.

The diagram below shows the routing of addresses to be followed:



E Addresso

SO
AOLA ADDRESS~O

AOUK ADDRESSO

WW ADDRESSO

A WW mailing list containing a full set of up to date addresses around the world must be kept. It is the central point of World communication and therefore vital.

Address tapes are routed per the above diagram on a monthly basis.

ANIMPORTANTNOTE

The Public knows us from the efficiency of our promotional mailings We must have the right address, the right name and category.

Sloppy or no address changes or failure to pass on address changes to the next senior Org can result in an ARC broken field. The same can be said for failure to keep up to date categories. So remember this!

Another point is, we are here to expand and endure. Hiding, stacking up in attics or corners, not keeping up to date and/or throwing away addresses are destructive actions and should be treated as such.

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Lt. Cmdr. Diana Hubbard
Cs- I
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 MAY 1969

Remimeo

**ADDRESS LISTS
ADDRESSO AND CENTRAL FILES**

It is an ACT OF TREASON to contract the address list of an Organization.

It is forbidden to order or allow an Org's CF or address lists to be shifted, dispersed, lost, destroyed or disrupted in any way. If permitted under any guise income will dive shortly after.

In March 1968 DC had 15,530 names in CF (and even this figure is a very, very small figure for DC). On 15 May 1968 DC stopped mailings to the states of Michigan, Ohio, Missouri, Florida, New York and New Jersey and shipped 7,000 of their CF to "the Orgs whose area it was".

YET A CHECK OF EVERY INVOICE BETWEEN JANUARY 1st AND MAY 23rd REVEALED THAT 25,839.08 DOLLARS WORTH OF BUSINESS HAD COME FROM THAT MAILING LIST!

DC at that time had been a large thriving organization; one of the largest, operating both a day org and a large evening Foundation.

By March 1960 the org had contracted from a 9 division org to a three division org and had closed its evening Foundation. ITS CF HAD SHRUNK TO A REPORTED STRUGGLE TO GET 3,000 NAMES FOR A MAILING. The same impulse to disperse its CF had continued until it nearly destroyed the whole organization.

DO NOT PERMIT THE CONTRACTION OF AN ORGANIZATION'S ADDRESS LIST OR CENTRAL FILES.

It is the size not the quality of an org's mailing list and the number of mailings to it that determines the gross income of an organization.

TIME HAS NO RELATIONSHIP TO WHAT IS FILED IN CENTRAL FILES OR ADDRESSO.

THERE ARE NO ACTIVE OR INACTIVE LISTS.

HCO OWNS THE MAILING. LISTS OF SCIENTOLOGY AND WHERE THESE HAVE BEEN PERMITTED TO BE DISPERSED THEY MUST BE RECOMPILED AND TOTALLY ACTIVATED AT ONCE.

W/O Ken Delderfield CS-6 for

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 MAY 1969

Reinimeo

**MAILING LISTS
CENTRAL FILES
ADDRESSO
BASIC DEFINITIONS AND POLICY**

Dianetics and Scientology Mailing List

This is a list of names and addresses of persons *who have bought something from an Organization*. This, in full, IS the OR G mailing list. Every person on this list has a separate file in *CENTRAL FILES*.

Temporary Mailing List

This list contains the names and addresses of people who have *expressed an interest* in Dianetics or Scientology.

Speculative Mailing List

A list of names and addresses of people who *MIGHT* be interested.

Good Will Mailing List

Just any mailing list.

Central Files

A collection of files, one for every person who has *ever* bought something from an organization, gathered together in the one location in the organization.

The name and address of every person in Central Files collectively make up the ORG MAILING LIST. Conversely every person on the Org Mailing List has a folder in Central Files.

Purpose of Central Files

The purpose of Central Files is to collect and to hold all names, addresses, pertinent data about and correspondence to anyone from anyone who had ever bought anything from the Organization.

Central Files is NEVER split into active/inactive.

No CF folder may ever be retired from the files (P/L 8 April '65).

Central Files Folder

The CF folder is the folder of a person who has bought something from an Orgardzation. In it is filed all the data concerning the person, any correspondence to or from the person to anyone in the Organization. Everything about a person, except his financial statements, actual training record, and test record is in CF, but data even on these such as a notice of certification, can be included. For instance a copy of every invoice is forwarded to CF via Reception and Addresso for filing.

Hot Prospect File

"Hot Files" are those that have recently expressed a wish to be trained or processed. Nothing may be filed in a HOT PROSPECT FILE that has not already been answered by a Letter Registrar (P/L 8 April '65).

Hot Prospects are *created* by mailing to the *entire* Org list magazines, hard sell promotion and other broad mailings such as brochures and questionnaires. Such mailings always contain the invitation to write or call the Registrar and replies to these are routed to the Registrar.

Addresso

Addresso is the name-status index of central files (HCO P/L 23 Sept '64).

The address files contain, ready for use in mailings, all the names in central files and ready reference designations about these people.

The addresses are normally stored in some sort of addressing equipment. Addresso plates are tabbed in such a way that they reflect CF exactly. As a person's grade or training level increases the tabbing is changed to reflect this. Copies of all invoices are routed via Reception and Addresso to CF so that addresses can be kept up to date and accurate. Copies of training and processing certificates are sent via Addresso to CF so that the tabbing is updated.

It is VITAL that address errors are corrected and address plates kept up to date and correctly tabbed.

Not to do so causes ARC Breaks, wastes money due to numerous mailings to the same persons under slightly different variations of the same name, and loses names as people move from one address to another.

Addresso is always ready to give any department or unit a complete card file complete with designations on persons in whom that function is interested.

Addresses cost a tremendous amount per address so never waste them.

Size of Mailing List

The size not the quality of an Org's mailing list and the number of mailings and letters to it determines the gross income of an Org (P/L 30 July '68).

To promote you must have a full mailing list. Central Files and addresses must not be permitted to be shifted, dispersed, lost, destroyed or disrupted in any way.

Where this has occurred in the past IT IS AN ACTION OF VITAL IMPORTANCE TO RECOMPILE THESE NOW.

All promotion depends upon your collecting mailing lists and exhuming any Dianetic or Scientology name you can find and mailing them data.

Where an Organization's mailing list does not contain the names of every person who has ever bought anything from that Organization, then these can and must be recompiled from old invoices, old roll books and other records of buyers. Book buyers, training and processing buyers, all had names on accounts invoices. By going through these an address list can be recompiled. Old roll books can be checked for names. Any Org record of past buyers should be dug up and the names gotten onto the mailing list.

With the new Hubbard Standard Dianetics Course about to be sent to all Orgs, even lists of old time Dianeticists will be found to be valuable. Dig out those lists and mail them data on the new "Standard Dianetics", and the Hubbard Standard Dianetics Course.

An Org's mailing list should never be left idle. A mailing list can be lost just by never mailing anything to it. Persons move on and their new address is lost as mail arrived too late to be forwarded. The whole of the Org's mailing list should receive broad mailings of magazines, hard sell promotion, fliers and other promotion,

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Compiled by
W/O Ken Delderfield
LRH Public Aide
for
L. RON HUBBARD
Founder

[See also HCO P/Ls 30 July 1970, *Registration Breakthrough*, Vol. 2-301; 1 Dec. 1970 11, *Clarification-Registration Breakthrough*, Vol. 6-65; 3 July 197 1, *New Names to CIF Change*, Vol. 6-227; 3 July 197 1 R 13 June 1973, *New Names to CIF Change*; 18 Sept. 197 1, *A OLA Division 6 Defined*; 26 Nov. 1971 11, *Division 6 Public Reg Reinstated*, Vol. 6-230; 10 Feb. 1972 111, *Higher Org New Name to CIF Definitions*; 10 Feb. 1972R 12 June 1973, *Higher Org New Name to CIF Definitions*; and 3 July 1971 R 13 June 1973, *New Names to CIF Change*. I

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 JANUARY AD20

Rernimeo
Public
Divisions
Franchise

FIELD MAILING LISTS
(Cancels HCO PL 29 July 1969 Field Mailing Lists
and amends HCO PL 14 Feb 1967 Book Buyers)

HCO Policy Letter 29 July 1969 is cancelled. Though theoretically feasible it was found unworkable, for Franchises to send two duplisticker sets to the Org for the Area and Auditor Magazine each month.

Franchise Holders are required to send their nearest Org a list of names of those who have bought something from the Franchise and thereafter monthly additions and address changes. The category of this list is a "Temporary Mailing List" per HCO P/L 17 May 1969 (until it becomes a full Dn + Scn Mailing List).

The Org puts these in addresso, making up plates and keeping them separate from the rest of the addresso. The names are not included in C/F until they have bought something from the Org. To this list goes the Area and Auditor Magazine and any major public events, i.e. Congresses. No attempt may be made to steal customers away from the Franchise in promotion. Out gradient promotion must be avoided.

It is the duty of the Org's PES to turn these lists into New Names to C/F and to enforce the action.

It is a warning that ARC breaks in the past have occurred due to Orgs backlogging addressos or not having a proper tabbing system, thus out gradient and/or misrouted promotion occurs. The solution to this is keeping the names absolutely separate, insisting the Franchises send in changes and additions regularly once a month and that the lists and names concerned are properly marked for category when sent to the Org.

HCO Policy Letter 14 Feb AD 17 Book Buyers is amended in that Org FSMs who have sold a book send in the Book Buyer's name and address with details to the Dir of Clearing for inclusion into C/F but the book buyer names of Franchise holders are not handled by this procedure as such are handled per the above section on Franchise lists. The book buyer names that are sent in by Org FSMs are automatically added to the Org's C/F and are counted as new names. This qualifies it as an important action for a Dir of Clearing to get in with his FSMs.

The above policy will ensure good body inflow into Orgs from Franchises in the field and preserves the book buyer names collected by the Org's FSMs. It is a new name builder and strengthens the comm lines of an Org into the field.

Lt. Cmdr. Diana Hubbard CS-6
for
L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 MARCH 1970

Gen Non
Remimeo
HCO AS
Dir Comm
Address Hats
Ethics
A/Gs

RE: PERSONS WHO ASK OFF MAILING LIST

(**Amended** from ED 1470 INT dated
15 November 1968, by Jane Kember)

When a person writes in to ask for his name to be removed from our mailing list, he must not simply be deadfiled and reactivated with the next Amnesty declared.

A person who says or writes in "to stop sending me information or letters" and who is threatening legal action if our mailings continue, should be treated as follows. The addresso plate is put into a separate drawer which is never activated until the person writes to "put me back on", and also has clearance to be put back on the list from the nearest Guardian's Office.

An Amnesty does not put this category back on our list.

Amended and proposed by Natalie Fisher Assistant Guardian ASHO Alix Olga Thomas Deputy Guardian Policy Knowledge US Robert Thomas Deputy Guardian US Leif Windle Policy Review Section WW Jane Kember The Guardian WW for L. RON HUBBARD Founder LRH:NF.ei.rd Copyright@ 1970 by L. Ron Hubbard ALL RIGHTS RESERVED

(See also HCO P/L 27 May 1972, *Legal: Off-Mailing List Requests*, which gives an expanded handling of ask-offs, and HCO P/L 6 December 1972, *Persons Who Ask Off Mailing Lists*, which distinguishes between the ARC Broken and those threatening legal action, in the 1972 Year Book. I

NOT HCO POLICY LETTER
ORIGINAL COLOUR FLASH.
NOT GREEN ON WHITE
HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 19 FEBRUARY 1960

Sthil

VEHICLES

The care and maintenance of vehicles is the responsibility of the Transport Supervisor (post at present held by Mr. Hemery).

The following regulations should be observed by all who use vehicles at Saint Hill. Visitors and others who own private vehicles are also requested to observe the parking regulations.

Water, oil and tyre pressure should be checked at each petrol fill.

Transport Supervisor keeps a record of servicings and repairs for each vehicle noting date and mileage. He ensures that servicings are done at the correct intervals.

Vehicles may only be used with permission of the Transport Supervisor.

Vehicles may not be out of the parking area overnight. They must not be parked so as to obstruct the passage of roads, paths, or the garage. When parking, ensure that all other vehicles in the vicinity are free to move out. The Transport Supervisor assigns when vehicles may be parked but may refuse parking privileges to any person or vehicles at his own discretion without further recourse.

Petrol may not be used for private purposes.

Anyone driving a vehicle should report any breakages, accidents, knocks, over-heating, suspected defects, however slight to the Transport Supervisor so that they can be put right at once. Do not drive a vehicle that is out of adjustment or in imperfect running order.

Purchase orders must be obtained for all expenses incurred.

Vehicles should be kept clean-particularly windscreens, lamps, number plates. They should be cleaned at least once a week.

Transport Supervisor must ensure that vehicles are properly licensed and insured. Insurance policies, log books, and insurance certificates are kept in the Valuable Document Safe.

When driving vehicles, please take full responsibility for them, treat them carefully and drive with care. See that your driving license is up to date. Fines and expenses for repairs due to negligence or carelessness may be charged to the individual responsible.

Peter Hemery HCO Secretary WW for L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 NOVEMBER 1964

Sthil Staff only
For Comm Officer's HAT
Chauffeur's HAT
Org See's HAT

TRANSPORT ARRANGEMENTS

(Effective November 30, 1964)

(Cancels all earlier Policy Letters concerning transport)

All staff, Direction of Transport, materiel and company transportation is under the direction of the Communications Officer and is part of the functions of the Communications Unit.

EMERGENCIES

Emergencies usually stem from lack of foresight. When emergency trips "have to be made" it is usually a confession of some staff member that a ball has been dropped by him in failing to foresee a need when regular ordering through usual delivery channels was possible.

The Communications Officer should take careful note of the source of continuous demands for emergency transport and report the fact to the Organization Secretary so that better planning can be done in that area.

True emergency transport is medical in nature or is caused by an action of which no one possibly could have been aware beforehand.

MORNING TRIP

There will be only one "errand trip" to East Grinstead per working day and this will be a morning trip.

All incidental errands and procurement *not available from routine delivery by tradesmen* will be done on this single trip.

A staff member who owns a vehicle will be paid a weekly sum for the use of the personal vehicle by the staff member in making these morning trips. They are not to be made by company cars or drivers.

NOON AND EVENING TRIPS

The Communications Officer should make regular arrangements with a taxi company at a favourable fare rate to have a taxi take staff to lunch or to East Grinstead around noon, always at the same time, and to pick them up at a stated place in East Grinstead.

Similar arrangements should be made, from Saint Hill to East Grinstead, in the evening at 5:40 p.m. (not an earlier departure time) for passengers and mail.

Company cars may not be used for these trips.

SPECIAL TRIPS

Special Trips may be undertaken, other than those above, only when a true emergency exists, or when someone must be met at the station for interview or other reasons (but no such service is given students).

SCHOOL TRIPS

All trips to schools, or lessons of whatever kind, or trips by the children for social reasons will be done by taxi, and no company vehicle may be used.

Such arrangements, as all transport arrangements, are cared for by the Communications Officer, or through the Communications Officer.

BUTLER AUTHORITY

In the absence of the Communications Officer, taxis for the above purposes only,

may be ordered by the butler. But all such orderings in detail must be given to the Communications Officer.

TRANSPORT LOGGING

All taxi hirings must be logged by the Communications Officer, giving the time of the trip, the points it was between and the name of the company and person ordering when not the Communications Officer.

ACCOUNTS

No Purchase Order is required for a taxi hiring. But it must be logged as above.

Each month accounts must verify all taxi bills, comparing them to the log. Any unauthorized hirings by a staff member are to be deducted from that person's wage.

GARAGE

The garage and its equipment are the personal property of the Executive Director.

No service may be given students or staff by the garage.

No garage space or equipment may be loaned to staff or the company.

CHAUFFEUR

The Chauffeur is not in charge of company transport or transportation.

The Chauffeur is the Executive Director's Chauffeur. He has charge of the garage, the garage equipment and the personal cars of the Executive Director.

The chauffeur does not arrange transport, trips or carry out company or staff errands.

The chauffeur may not use the Executive Director's vehicles for the chauffeur's own transport to and from work or for personal reasons.

PETROL BILLS

All petrol and garage bills require a purchase order from the Executive Director only.

All invoices for petrol, oil or service with the purchase order designating them Must be given over to Accounts for payment. Any discrepancy between amount billed by a service station and the amounts shown on invoices accompanied by purchase orders will be deducted from the chauffeur's wage, including missing invoices.

PARKING SPACES

The assignments for parking and regulations for parking and traffic are under the Head Gardener and nothing in this policy letter alters that fact.

Taxi and student traffic are routed by the Head Gardener. He may fine or close the main gate or otherwise regulate violations of traffic rules.

In all other company transport matters, the Communications Officer is in charge.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 6 OCTOBER 1962

Sthil

CAR WASHING
(Post conspicuously in Garage)

As all cars at Saint Hill have to date had their finishes injured severely by improper washing and polishing, the following steps *only* are to be taken in cleaning cars:

Cars should be parked in garage so as to allow easy opening of door on the driver's side. This permits easy entrance, dusting out, and prevents banging up of doors on garage wall.

Do *not* get in cars with greasy overalls, shoes or hands. Use seat, floor and wheel covers.

CLEANING MATERIALS

Keep all cleaning materials, seat covers, buckets, brushes, spray nozzles, in a cabinet in the open garage area. Always replace after use. Put up a cloth drying line in same area.

The following cleaning materials should be procured and used.

1. Hose
2. Nozzle Spray.
3. Two dozen soft cloths.
4. A large, soft, bristle brush for exterior.
5. A long, stiff bristle brush for under fenders.
6. A Whisk Broom for Interiors.
7. Three Turkey Feather Dusters.
8. Clothes cleaning fluid.
9. A plastic bucket (8 quarts or larger).
10. A box of Tide.
11. Cans of Simoniz Liquid Cleaner (but *no* other Simoniz product).
12. Cans of Johnson's Car Plate.
13. A pile of newspapers.
14. A spray can of window cleaner.

CAR DUSTY ONLY

Do NOT wipe with a rag as this scores the paint.

Sweep car out, dust interior with a clean rag.

Dust with a Turkey feather duster until *no* dust is apparent on surface.

Wipe interior out (seats, sills, panel) with a *clean* soft rag.

This is all that is required. Do not remove car from garage.

CAR DIRTY

1. Put car on ramp outside. Do *not* wipe.
2. Hose all mud and dirt off car using a spray nozzle and hose and a soft brush. Use a special brush for under fenders.
3. Using a *clean* damp cloth, apply liquid car cleaner to entire car exterior and chrome, including hub caps. Let it dry to brown white. To put on and wipe off use long straight strokes, no circular rubbing.
4. When liquid car cleaner dry, wipe it off with a *clean* soft cloth, leaving no residue of the cleaner. Wipe off hub caps. Make sure no residue is left.
5. Take a clean dry cloth and apply Car Plate with long, straight strokes. Cover entire car including chrome. Do not scrub it on, just wipe it on. Let it dry.
6. With a clean soft cloth wipe off Car Plate. Do not attempt to polish. Car will be brilliant and dust will whisk off it with a feather duster.
7. Put all rags in a bucket. Use detergent such as Tide. Wash and hang up on a line in garage.

DO NOT USE GREASY OR DIRTY RAGS. USE **OTHER RAGS FOR OIL AND KEEP THEM SEPARATE.**

WINDSHIELDS AND GLASS

Dust windows off with Turkey Duster.

Wet a newspaper and wipe off windows, getting all dirt.

Take dry newspaper and polish windows.

Don't go over windows with a cleaning rag and *never* with an oil rag.

Keep rags and cloths and wax and cleaners off windows or they will steam and fog up in damp weather.

INTERIORS

Use Carpet cleaners on floor carpets as per regular directions on their packages just as in the house.

Use leather cleaners on leather seats.

Be careful of smelly leather cleaners. A white, soft cream is best.

Use a rag with clothes cleaning fluid on it to wipe off steering wheels, etc., interior.

TAR

Remove any tar on the car with a rag and cleaning fluid.

DO NOT USE SOLID CLEANERS OF ANY KIND ON A CAR. USE NO ABRASIVE CLEANERS.

DO NOT WAX CARS WITH SOLID WAX.

DUST is the main reason finishes and windows get ruined. Wiping a dusty surface with a dry cloth can ruin a car's paint or windows.

Abrasive Cleaners and solid wax spoil a car's paint within a year or two.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 NOVEMBER 1967

Rernimeo
HCO Exec Sec Hat
Org Exec Sec Hat
HCO Area Sec Hat
Dept of Inspections
& Rpts Hats

HCO DIVISION, DEPARTMENT OF INSPECTIONS

AND REPORTS

In accordance with HCO Policy Letter of February 28, 1966 entitled, "Danger Condition Data, Why Organizations Stay Small", the following sets out the Sections and Units of the Department of Inspections and Reports.

All Organization Boards are to be posted in accordance with this line-up.

DEPARTMENT OF INSPECTIONS AND REPORTS

Director of Inspections & Reports

INSPECTIONS SECTION

Inspections Officer

INSPECTOR UNIT

Inspector In-charge Statistics Verification Inspector Projects Inspector Things That Shouldn't
Be Inspector

CONDITIONS ENFORCEMENT UNIT

Conditions Enforcer

SECURITY UNIT

Security In-charge Security Checkers Watchman Guards & Forces

PROMOTIONAL ACTIONS INSPECTIONS UNIT

Promotional Actions Inspector

REPORTS SECTION

Reports Officer

OIC UNIT

OIC In-charge Statistic Collection Clerk OIC Graphs Clerk OIC Distributing Clerk

TIME MACHINE UNIT

Time Machine Clerk

REPORTS FILE UNIT

Reports File Clerk

ETHICS SECTION

Ethics Officer

ETHICS ADMIN UNIT

Ethics Interview Officer

Ethics Offences Sorting Clerk

Ethics Actions by Conditions Sorting Clerk

Ethics Interrogatory Clerk

Ethics Orders Preparations Clerk

PUBLIC ETHICS UNIT

Public Ethics Officer

Public Ethics Interview Officer

Public Ethics Offences Sorting Clerk

Public Ethics Interrogatory Clerk

Public Ethics Orders Preparation Clerk

PTS & SUPPRESSIVE INVESTIGATIONS UNIT

PTS & Suppressive Investigations In-charge

Investigators

Evidence Collection Clerk

ETHICS FILES UNIT

Ethics Files In-charge

Public Ethics Files Clerk

Staff Ethics Files Clerk

Dead Files Clerk

ORG RUDIMENTS SECTION

Org Rudiments Clerk

LEGAL SECTION

Legal In-charge

Corporation & Board Book Clerk

Passport Clerk

Work Permit Clerk

Valuable Documents Clerk

Solicitor Liaison

Note that as per HCO Policy Letter of 6 October 1967, an org of more than 100 staff members has a Public Ethics Officer and Ethics Interview Officer.

Mary Sue Hubbard The Guardian WW for L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 SEPTEMBER 1965

Remimeo

HCO Division
Dept of Inspection and Reports

INSPECTION OFFICER

The duty of the Inspection Officer is to inspect the status of various projects and orders and to report this to the Secretary of the Division concerned.

The Inspection Officer does not issue orders or instructions to staff.

In reporting the status of projects and orders the Inspection Officer does not send a carbon to the personnel concerned but sends a carbon of his report to the Secretary concerned.

These reports are forwarded through the Director of Inspection and Reports, the HCO Area Sec and the HCO Exec Sec, then to the Secretary concerned.

Copies of all Inspections made are filed by the Inspection Officer in the Org Personnel File of the personnel concerned.

Therefore all Inspection Reports are in triplicate, Original and one copy on the route noted above, one copy to the Org Personnel File of the person concerned.

All Ethics chits originated because of non-compliance and alter-is on projects or orders are filed by the Secretary concerned, not by the Inspection Officer.

L. RON HUBBARD

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(Excerpted from HCO P/L 4 September 1965. A complete copy appears on page 148.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 FEBRUARY 1965

Sthil Staff
Post Staff Board

INSPECTIONS

On Friday of each week (except on holidays when the nearest convenient day will be substituted without missing an inspection) THE ORGANIZATION SECRETARY and the HCO Area Secretary will inspect all areas and departments of Saint Hill.

The following are the inspection areas in order of sequence. Inspection is to begin at 9.30 a.m.

Basement of Manor.	Garages and cars.
First floor of Manor.	Gardeners' Sheds.
Nursery.	Lot 4 and Wood.
Servants' Rooms.	Lots 1, 2 and 3, Tennis Courts and Buildings.
Courtyard Area and buildings.	North Line.
Canteen.	Manor Gardens.
Hall.	East Park.
Pavilion.	Park.
Chapel.	Pond and Stream.
Boiler Rooms (Course).	Lake.
Course Baths and W.Cs.	Roads.

The Organization Secretary is to add to the above all units and departments in the sequence of the physical areas above.

The Organization Secretary is to be accompanied in each area by the person most responsible for that area and by the HCO Area Secretary.

The Organization Secretary will grade each area on a basis of 100% as to (a) Effective Work Done in past week, (b) Condition of Equipment and Supplies, (c) Lack of damage, and (d) Cleanliness.

The HCO Area Secretary will write down or have a steno with him to write down during the progress of the inspection any orders or grades or notes given by the Organization Secretary and will add to this Inspection Record any of his own comments.

At the end of the inspection the Inspection Record will be typed and a copy posted by the following Monday on the staff board. The original hand-written and typed copies will be kept in a book in the Comm Office.

Personnel promotions and pay rises or demotions and reductions, staff transfers and dismissals will be based on these visual inspections and the week to week record of their grades, but modified by income and disbursement reports where these apply also. A consistent grade of 100% over a period of three months must result in a suitable reward for the person in charge. A consistent grade of 50% or less over a period of six weeks must result in demotion, or transfer or dismissal for the person in charge of the department or unit.

An additional mimeographed form called the Inspection Grade Sheet, made up by the Organization Secretary from the above list but to which all departments and units are added must be made up from the Inspection Record with the (a), (b), (c), (d) columns after each and the grades entered for the week. The original of this is forwarded to the Acting Executive Director by the following Tuesday after the inspection and thence to the Board. A copy is posted on the Staff Board along with the Inspection Record. A second copy is enclosed in the Inspection Record Book. The original and both copies of the Inspection Grade Sheet must be signed by both the Organization Secretary and the HCO Area Secretary.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 MAY 1965
Issue 11

Remimeo
Exec Hats
Comm Hats
D Insp & Rpts Hats

ORDER BOARD AND TIME MACHINE

Executives must have and use an "Order Board".

In Scientology if it is not written it is not true. That's a major policy.

It applies to all.

Every order an Executive issues must be in writing.

He does this on a Clip Board. There is a sheaf of paper on it of his Division's colour. It has a sheet of pencil carbon and a ball-point slipped through the top of the, clip. It can have a hook on the back to slip on a belt for persons walking about. This is the Order Board.

Even when one gives a verbal order it is also written down.

The executive keeps no copies of his orders. This is done by the Department of Inspection and Reports.

The original is handed to the person being ordered. The other is sent to the Inspection section of the Department of Inspection and Reports. If one is away from his Comm station, the carbons are left on the Order Board until one returns, when the copies are all sent to Inspection.

COMMUNICATOR ACTION

The carbon of an order is sent to Inspection because it is obviously a carbon copy and an order. It is not otherwise designated.

An original sent through the Comm Lines is obviously an original order as it is not a carbon. It is simply delivered to the addressee's basket.

JUNIOR'S ACTION

The person receiving the order does it, says he has (or couldn't) on the original order he received and sends it TO INSPECTION. However, even if he sends it to his issuing superior the Communicator sends it to Inspection only.

INSPECTION ACTION

Inspection has a Time Machine. This is a series of baskets advanced one basket every morning.

A carbon of an order is placed in today's basket.

When the original comes in, the carbon is dug out of the basket (by date and colour flash) and original and carbon are clipped together and routed to the issuing executive.

Orders not complied with in one week of course fall off the Time Machine by appearing in the basket being emptied today. (It was filled one week ago and advanced once each day.)

A copy is made of the order and it is sent to Ethics for filing in the staff member's Ethics folder and counts as a report against the staff member.

The carbon is returned to issuing Executive to show his order has not been complied with, so that he can handle the situation. No report from the executive is required in this instance as a copy is already in Ethics.

The executive should investigate or ask Ethics to do so if the matter is of considerable importance.

If an original is returned to Inspection which has no carbon, it is copied and held and the copy is sent to the Executive with a "Sir, there is a lost carbon of your order. Did you fail to turn one in?" This disciplines a forgetful executive. When Inspection receives the answer it attaches the original to it and sends it back to the executive.

VERBAL ORDER

A junior may report a verbal order to Ethics as it places his statistics and job in danger by leaving it open to have it said the order was otherwise.

PROJECT ORDER

If something requires more than two weeks to do it is a project and cannot be ordered without clearance from the Office of LRH Design and Planning Authority section. If a project has been okayed it has a number and its number must be put on the order as Project Number

Inspections file projects in their own files. This is also Time Machined by one month's emptying of a file drawer or one year's emptying of a file drawer. Projects run only for one month or one year and must be routinely inspected by Inspections which then reports to the Office of LRH with any progress or lack of it.

URGENT ORDERS

Orders marked Urgent by an Executive are entered into a one day time machine and handled in one day as described above for one week.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 AUGUST 1965

Rernimeo
All Staff Hats

Inspection Officer

THINGS THAT SHOULDN'T BE

If you see something going on in the org or incorrect that you don't like, and yet do not wish to turn in an Ethics chit, or indeed don't know who to report, WRITE A DESPATCH TO THE INSPECTION OFFICER.

Tell him what you have noticed and give him what data you can.

The Inspection Officer will then investigate it and make a report to the right executives or turn in an Ethics chit on the offending persons himself.

Don't just natter if there's something you don't like.

Tell the Inspection Officer. Then something can be done about it.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 27 AUGUST 1965

Sthil
Staff
Students
Preclears

HOUSING
STAFF, STUDENTS, PRECLEARS

Any staff member, student or preclear living in rented quarters is to be held responsible for leaving the quarters in as good condition as he found them. This of course doesn't include normal wear and tear.

If a claim is presented by a landlord, and the Scientologist feels it is unjust it is a matter for the Inspection Officer to inspect and decide.

If the Scientologist is found to be at fault, the non-payment of such damages will become an Ethics matter. The intention is that justice be given both the Scientologist and the property owner. Therefore damages may be awarded a property owner, but should be in proportion to the actual damages done.

There are many Scientologists living in East Grinstead and with the course expanding, there will be a lot more in the future. Housing is limited already. There is no need to further this condition by creating bad will with the local property owners. This Policy is in keeping with our Scientology justice codes.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 SEPTEMBER 1965

Gen Non-Rernimeo

CLEANLINESS AND TIDINESS OF PREMISES

It is important to maintain our image before the public and to present clean and tidy quarters for the benefit of the public, staff and students.

In order to achieve this, if the Inspection Officer, when doing his regular Friday inspection of the grounds and premises, finds cases of untidy or dirty offices and grounds, he is required to do the following:

1. File an Ethics chit on the person or section concerned.
2. Inform the Secretary concerned with a full report and put a copy on the time machine.
3. If the same offence is committed two weeks running, file an Ethics chit on the person or section concerned.
4. Report the names of the offenders and the nature of the offence to Ethics Officer for him or her to take whatever Ethics action is deemed necessary in order to get the job done and the orders complied with.
5. When posting up the results of the inspection on the staff notice board, also post up a list of chits filed and the reason for them.
6. A second offence chit should be clearly marked and should also be posted as "Second Offence Chit".
7. The Inspection Officer should also inspect that the orders have been carried out and doesn't just take "Done" as being a compliance but should check by actual observation.

So let's keep clean and tidy premises to work in and enjoy and spend our time in getting the show on the road.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 6 NOVEMBER 1966
Issue 11

Remimeo

STATISTIC INTERPRETATION

ESTATE STATISTIC

The Estate Statistic to be meaningful at all must be properly inspected.

Whenever you see a long horizontal line in an Estate Statistic of useful space you know there is either no inspection, improper inspection or "friendly" inspection.

An Estate Statistic is NOT done by subtracting square footage from a known amount.

It is done by inspecting for a clean, well ordered working or grounds area and putting that down on a paper. When all such areas are found the result is added up and that's the statistic.

A "useful space" is one that promotes the org, may be used by the org, is heated or cooled properly, equipped for its purpose, clean, orderly and serviceable. It may only be scenic but it is still "useful space".

Such statistics should be in square paces, not square feet or yards. For one can always pace one off. A pace is about 30 inches. One simply walks them off in a normal, not exaggerated, stride. An area table inside and outside is easily developed simply by the Inspection Officer pacing what's in perfect order. Gradually it may all be useful but until then he only measures what passes and makes a table of areas from his inspections.

If the Inspection Officer finds any litter, dirt or unworkable fittings or anything else that mars the appearance or usefulness of an area, he does not put it down on his list.

One scrap of paper on a lawn is enough to wipe out that entire area as a statistic. One faulty drain finishes the statistic. An overheated or underheated room-anything and the area is out. If the room or area is not of a high standard obvious to the most critical public, the Inspection Officer ignores it as a statistic.

Only in this way are Estate Statistics meaningful.

It does not matter whose fault it is or that no PO can be gotten or the org can't afford to put it right. That is not the problem of the Inspection Officer. If any detail would be objected to by a critical public, the whole area is out. It is not considered useful space from a viewpoint of promotion.

In this way someone reading the statistic has an idea of the efficiency and activity of cleaners, construction, maintenance and general repair and the state of finance and income of an org.

If you see a horizontal line as the Estate Statistic, you know the Dept of I & R is not on the job and Estate probably isn't either.

Let's put our orgs in condition to attract the public and hold a high standard.

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L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, **Sussex**

HCO POLICY LETTER OF 11 DECEMBER 1961

CenOCon

ORGANIZATION RUDIMENTS

(Include: Duties of the HCO Area Sec.)

The handling of a Central Org begins with simplicity and ends with complexity from additives none know about but the adders or omissions none ever noticed were now gone.

For some time, I have been advocating that you get one piece of organizational data in before you do another. This has been a very rewarding action. Orgs have become better off at once by doing this.

Therefore, let's call it 'Rudiments of an Org' and have the HCO Area Sec get them in one at a time all the while the Assn Sec is keeping things running.

While orgs are not cases, they sometimes act aberrated. This is never from unwilling staff in my opinion. It is always from uninformed staff, untrained staff, disorganized staff.

Therefore, to make an organization whizz, while keeping it running, you don't try to get everything straight at once. You get in one simple thing. Then you get in another.

An org is composed of two factors. These are Technical and Administration. These must never get out of balance, in either personnel numbers or programmes. Therefore when getting in Org Rudiments, you always get one in in Tech and one in in Admin at the same time.

Do rudiments in order. Get one in before going on to the next.

RUDIMENT I

ADMIN. Be sure organization is properly registered and in proper legal relationship to HCO WW. Be sure key posts are covered even if doubled. Make sure there is an Association Secretary on post doing Assn Sec work of running org, a Registrar, a Letter Registrar, somebody on PE, somebody on Accts, somebody receiving and mailing the mail, somebody answering 'phone, somebody selling books, and that the persons on these posts are doing these jobs.

Do up the org board properly and truly.

Make sure that quarters exist adequate to need, that bank accounts exist in proper order and that records of income and disbursement are being kept.

Be sure the standard unit system is in force without large sums going out on fixed pay or unjust favouritisms.

TECH. Be sure that there is an Academy in the hands of a person who knows his Scientology and that there is an HGC in the hands of somebody who can crack cases and that staff auditors exist who can audit.

The extent of action of this rudiment is to get basic legal, basic posts, basic quarters entirely covered, a condition which may deteriorate at other times than at an org's beginning. So cover all these points by careful review each time this Rudiment is done.

Incidentally, make sure there are no new departments or posts which are contrary to the six department system.

RUDIMENT 2

ADMIN Get the personnel busy. We don't care at what, but really rip up people who stand around talking and who burn up the staff's units with no production.

Get staff meeting reorganized and going.

Hold a staff meeting, explain unit system and how nobody can afford idle hands. The way to raise the unit is to get busy. New wild ideas won't work. It's getting busy on the existing ideas that raise the unit. The org makes as much as it can deliver service and no more. Find out who thinks they are overworked and underpaid and find out what they've done on their jobs the past week.

Raise a storm and get people busy.

TECH: Get the Instructors training and the Auditors auditing. We don't care how at this stage. Just get them busy doing technical actions flat out. We don't care how, but get pcs being audited so they're better and students trained so they can audit.

RUDIMENT 3

ADMIN: Get the Current Policy Letter on the Six Department system brought to date and then hat checked on everybody including all executive, admin and tech staff and the janitor. Get everyone to pass it from Assn See to cat on all departments until every person knows the functions and actions of *all* departments. Then they see what's supposed to be happening.

TECH: Get all trained Scientologists checked over on operating an E-Meter until there isn't *anybody* present who hasn't passed E-Meter Essentials 100% perfect and can actually run a pc on a Meter without goofs of any kind.

RUDIMENT 4

ADMIN: Check out the Letter Registrar and all address and mailing personnel on their jobs, making up any non-existent hats from old files and get all the addresses you can that would mean *anything* into action and get them personally getting written to as a steady high volume programme.

TECH: Get all Scientologists into line on Security Checking until they *never* goof a withhold on anyone.

RUDIMENT 5

ADMIN: Get the Registrar and Reception Hats made up and checked out and the body lines of students and pcs really straight and working.

TECH: Get D of T and all Instructors Hat Checked on the latest Academy rundowns and make sure the Academy is running to *train* students, not to burn time. Get Academy 8C tough and sharp and training pressure up. When the students' tongues are hanging out and their foreheads bead with sweat and they're really learning, this rud is in.

RUDIMENT 6

ADMIN: Get Accounts Hats on and *Collection* straightened up and to date.

TECH: Hat Check Assn See and D of P on all allowed processes and technical hats and rundown, and get them functioning on them.

RUDIMENT 7

ADMIN: Security Check all personnel, regardless of whether they've been checked before. Form 7.

TECH: Security Check all personnel, regardless of whether they've been checked before. Form 7.

RUDIMENT 8

ADMIN: Get Dir Mat Hat assembled and checked and get building(s) clean, his personnel straightened out and odd jobs unfinished ended or re-started. Check up on any new quarters or plans and status of buildings re mortgages, etc.

TECH: Get Staff Clearing Programme in hand and staff staff auditors well hatted and operating and review staff cases with D of P to be sure of progress. Check, by this progress, that no patty cake tacit consent is occurring in view of fact execs choose their own auditors.

RUDIMENT 9

ADMIN. Get magazine in hand and outflowing to all available lists, on schedule, straighten up such lists and improve means to acquire more names.

Check over Comm Centres and see that all persons in org have proper comm baskets. Check up on HCO Hats and Comm system.

Get report lines to HCO WW straightened up.

TECH: Get all staff auditors and instructors Hat Checked on all Tech bulletins that apply to their jobs.

RUDIMENT 10

ADMIN. Get PE Dir and Instructors Hat Checked on PE Admin, schedules, advertising, etc.

TECH. Get PE Comm Course and Co-Audit running on best current rundown and these instructors Hat Checked on technical material as it applies to their actions.

RUDIMENT 11

ADMIN., Get Assn Secy Hat Checked on all applicable policy, his comm system, quarters and lines straight, get any personal personnel he has Hat Checked. Get his O.I.C. board going or up to date and gone over with him.

Check up on Org legal matters and position.

Check up Org personnel procurement and records.

TECH. Get Extension Course Director Hat Checked on his or her post, books and answers and his or her technical accuracy of reply to Extension Course students checked.

RUDIMENT 12

ADMIN: Get book sales going in reception and through mails, book supplies adjusted and planned out.

TECH. Get all Scientologists on staff checked over on where they stand in classification. Get them working toward or examined for next classification or reviewing developments in their current classification. Go over their needed items on their own classification check lists with them to get them to studying.

RUDIMENT 13

ADMIN Go over CIF thoroughly and get it in hand and CIF in charge Hat Checked. Check over and get straight Memberships and Certification. Check up on HCO Board of Review.

TECH: Go over HGC or PE testing or both and Hat Check all personnel and review their body traffic lines and testing records.

RUDIMENT 14

ADMIN. Go over Acets Disbursement system and Hat Check personnel and review Policy Letters with them and inspect accounts. Check up on HCO Accounts and percentages to HCO WW.

TECH. Step in on HGC Admin and interview HGC pes to establish their attitude toward HGC so any faults can be corrected in Technical service.

RUDIMENT 15

ADMIN. Arrange Open Evenings, future Congresses and special courses.

Hat Check all additional personnel and units not reached in these rudiments and get their hats and jobs in order.

TECH Interview Academy students to see that they are actually learning something

worth while. Examine two or three at random,. talk to many. Try to shorten up their length of time on course and extend their knowledge, reversing any tendency to lengthen time on course and shorten knowledge.

RUDIMENT 16

ADMIN- Straighten out Ad Comm, read to it the paper creating Ad Comms, get it effective in advising. Straighten out any misconceptions of its position or abuse of its functions.

TECH: Hold several nightly meetings of all Scientologists in Org and straighten up any difficulty they may be having with current rundown. Answer their questions by referral to HCO Bs or tapes. Set up routine study of materials.

RUDIMENT 17

ADMIN: Get HCO B and Pol Ltr files up to date. Be sure tapes are available where needed and tape library well cared for. Examine Field Auditor relations with Org and take up their correspondence with Assn Sec and straighten out any difficulties with them.

Check up on any Special Programmes.

Check up on Ethics Problems.

TECH: Look over quality of auditing in field and attempt to get weak spots retreaded at Academy or audited at HGC. Enforce policies on uses of processes.

From here on review the Org as a whole for a week or two, not more.

Then do all rudiments again, checking on them in the above sequence, finding if they're out and in the above sequence getting them *in*.

If all these rudiments stay in, a Central Org (or a City Office) will prosper.

It may take 34 weeks to get them all in the first time, 20 weeks the second time, 10 weeks the third time, etc, until they can be done easily in a month.

Naturally, all this time personnel is coming and going and transferring and one has to get them on the job when they get on the job. But all this is routine Org running and has nothing to do with rudiments. One has one's job and the Org is the Org and then there are Rudiments to get in. And, as in any session, if they do go out by reason of transferred personnel or ineffectiveness, the thing to do is get them in in an orderly sequence, not drive the whole Org mad with a turmoil of doing it all at once. Rudiments will go in. And units will come up by that reason alone.

BUT don't ever *leave* a Rudiment until it's IN. That's good auditing and good organization.

And each time you get a Rud in write me a short despatch saying how it was and is.

I strongly advocate this programme. These are exactly the things I would do if I were right there daily. And you'd see things hum. So my secretary on the ground can do it for me. It would be a real help. And if continued and kept on with over and over, how could you lose?

L. RON HUBBARD

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[This Policy Letter was revised on I April 1973 bringing it into line with the 1973 Org Board and adding some additional rudiments. In the 1973 Year Book. I

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 DECEMBER 1961

HCO Secs

Organization

HCO Area Sec

RUDIMENT CHECK SHEET FOR ORGS

(For use with HCO Pol Ltr of 11 December 1961)

(Put in dates on lines that items were completed)

RUDIMENT 1 HCO Standing Orders in effect Basic Legal Current Legal Basic Posts
Covered Org Board to Date Quarters Exist Bank Accounts Regularized Unit System Exists Unit Pay Just Skilled D of P Skilled
D of T No Irregular Depts or Posts RUDIMENTIN

RUDIMENT 2 PERSONNEL BUSY Staff Meeting Organized Staff Meeting Held
Unit System Existing Ideas Overworked Underpaid Instructors Instructing Auditors Auditing PCs Getting Wins Students
Learning RUDIMENT IN

RUDIMENT 3 Six Dept System Hat Checked E-Metering Quality RUDIMENT IN
RUDIMENT 4

Letter Registrar Hat Address Hats Mailing Hats Typing Hats Sec Check Quality

RUDIMENT IN

RUDIMENT 5

Registrar Hat Reception Hat Body Lines Students Body Lines PCs D of T Acad Rundown Hat Check Instructors Acad Run-down Hat Check Students getting Trained Fast RUDIMENT IN

RUDIMENT 6

Accounts Hats Checked Collections In Order Collections Up to Date Assn Sec Tech Hat Check D of P Tech Hat Check RUDIMENT IN

RUDIMENT 7

Sec Check All Admin Personnel Sec Check All Tech Personnel RUDIMENT IN

RUDIMENT 8

Dir Mat Hat Assembled Dir Mat Hat Checked Building(s) Clean Mat Personnel Odd Jobs Future Quarters Mortgages Staff Clearing Programme Going Staff Staff Auditors Hatted Rev Staff Cases Exec Influence over Staff Staff Auditors RUDIMENT IN

RUDIMENT 9

Magazine in Hand Outflowing to Lists State of Lists Provisions for New Names Comm Centres

Proper Basket Stations Hat Check HCO

HCO Comm System

Rpts to HCO WW Regularized

Staff Auditors & Staff Staff Auditors Hat Checked on Tech Bulletins

Instructors Hat Checked on Tech Bulletins

RUDIMENTIN

RUDIMENT 10

PE Dir and Instructors and Reception Hat Checked on PE Admin PE Ads

PE Schedules

PE Course Instructor Tech Check

PE Comm Course Instructor Tech Check

PE Co-Audit Instructor Tech Check

RUDIMENT IN

RUDIMENT I I

Assn See Hat Check on

Pol Ltrs

Assn See Comm System Assn See Quarters

Assn See Lines

Assn See Pers Hat Checked

OIC Board

OIC Bd Analyzed Org Legal

Pers Procurement Pers Records

Ext Course Dir Hat Checked

Ext Course Inspected RUDIMENT IN

RUDIMENT 12

Book Sales Reception

Book Sales Mail

Book Supplies Adjusted Classification Check

Review of Items RUDIMENTIN

RUDIMENT 13

CF in Chg Hat Checked
CF Straight
Memberships
Certification
Bd of Review
Testing Reviewed
Testing Hat Check
Body Lines of Testing
Testing Records
RUDIMENTIN

RUDIMENT 14

Acets Dish System
Hat Check Pers
Inspect Accts
HCO Accts
Percentages to HCO WW
HGC PCs
RUDIMENTIN

RUDIMENT 15

Open Evenings
Future Congresses
Special Courses
Additional Hat Checks
Additional Jobs
Interview Acad Students
Examine Students
RUDIMENT IN

RUDIMENT 16

Ad Comm
Tech Meetings All Org
Scientologists
RUDIMENTIN

RUDIMENT17

HCOB Files
Pot Ltr Files
Tapes
Field Auditor Relations
Special Programmes
Ethics Problems
Field Auditing Quality
Retread Programme
Use of Processes
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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 JANUARY 1962

Every HCO Area Secretary Mail Direct

ORG RUDIMENT REPORTS TO ME

I expect every HCO, Area Secretary to report to me directly and continuously regarding Org Rudiments as contained in that policy letter.

The greatest service that can be done by an HCO Area See is getting the Org rudiments in, one after the other as described in that policy letter.

Do not hang fire on one rudiment. Get it in as well as you can and go on to the next.

You cannot straighten up an org on all rudiments at once. You will miss points and have the org in a continuous confusion. Just abide by that policy letter and get them in one at a time.

Your report should be written to me personally each time you have gotten a rudiment in as well as you can, giving me what you found out and what you got in.

These reports will be kept on a board by me as a constant tally on how you are getting along.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 NOVEMBER 1965
Issue 11

Remimeo

HCO Division
ORG RUDIMENTS SECTION

The HCO Division of every org must establish in Dept 3, Department of Inspection and Reports, an Org Rudiments section.

The section is headed by an officer. This person is called the Org Rudiments Officer.

This section's actions are senior to those of the Inspection Officer and if any choice exists the post of Inspection Officer may be left if both it and the Org Rudiments Officer post cannot both be filled. In a very small org it is a duty of the HCO Area Sec and in the absence of an Org Ruds Officer is a duty of the HCO Area Sec.

ORG RUDS ACTION

The Org Rudiments Officer ceaselessly gets in the Org Rudiments as issued in the past and revised from time to time.

These Org Rudiments are gotten in without regard to Divisions or Departments and are applied as a broad action.

ORG RUD REPORT

What Rudiment the Org Rudiments Officer last completed is made part of the Weekly Cable (or statistic report at Saint Hill) along with OIC data.

This is added as the last notation in the cable as RUD (number). This would be RUD 3 or RUD 12. It implies that the next number is being worked on and that the number given is completed.

ROTATION

When the last Org Rudiment on the list of Org Rudiments is completed one begins on Org Rud Number 1 again.

RAPIDITY

Org Ruds are done with some rapidity. Doing them through the list several times is superior to doing one or two in six months.

One does not do them superficially. One does them as well as he or she can and then goes on.

WRITTEN REPORT

Each Rudiment done is the subject of a written report.

This report gives the essential data only, Its form is:

To AdCouncil To Saint Hill To Files

date

ORG RUDIMENT REPORT NUMBER of Org Rudiment When started When completed

Conditions found

Actions taken

Persons Commended

Persons Not Commended

Items to be reviewed next time around

Attested as a correct and factual report

(Signed) Org Rudiments Officer

(Signed as OK) HCO Area See

The report is on goldenrod (HCO flash colour paper).

Three copies are made. The first copy is to the AdCouncil. The second is to Saint Hill Org Ruds Section. The third is to the local Org Rud Files.

This report passes independent of all AdComms to the local AdCouncil along with the OIC charts.

The Saint Hill copy passes straight to Saint Hill and is not routed via local AdComms or the local AdCouncil.

It is a crime to halt or alter an Org Rud Report in passage or to obstruct an Org Rudiments Officer in the execution of his or her duties.

The last list of Org Ruds issued prior to this policy letter date was 11 Dee 61 one copy of which is appended for each org.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 11 AUGUST 1960
Re-issued from Sthil

Assn Secs
HCO Secs

ORGANIZATION INFORMATION CENTRE

I have recently developed a means which should increase income at least double in any Central Organization if applied.

This is the Organization Information Centre (or Center). It is mandatory in any organization which has more than 15 on staff.

This is a precise drill. It is not in any way related to giving the public or the staff information. It is devoted entirely to furnishing the Assn Sec and HCO Sec with data concerning the Org.

Organizations have slumps. These slumps stem directly from Org Dept failures. If these small slips are noticed in ample time, the organization *cannot* have a slump.

An Assn Sec's reaction on receiving data on this has already been to say he was keeping check by graphs and inferred he didn't need it. So please understand at the outset that this is not a clumsy graph system but a species of mechanical brain that keeps continuous check upon *and* corrects small bogs of its own accord. It forecasts emergencies. Mary Sue points out that this must have come from the Combat Information Center of World War II of which I had told her, by which swarms of fighter planes, bombers or landing craft could be individually directed with great ease. The present idea has another source but a wartime CIC is a good comparison.

The immediate business ancestor is a clumsy graph, usually a few months behind, hastily brought to date for board meetings. This idea, expanded as I expanded CICs to handle amphibious landing craft, gives us a complete picture, a timely forecast and eventually, solutions to the problems of running a multi-department organization.

The secretary of the Assn Sec keeps the board, posting it every Tuesday before Ad Comm meeting so that the Assn Sec is alerted to the *complete* state of the organization before the meeting.

As a Central Org business week ends on Thursday at 2.00 p.m., there is ample time for all data to be received by the Assn Sec's office by the following Monday and the board posted by Tuesday noon.

The board is situated in the Assn Sec's Office along the longest blank wall. It is a smooth finished surface with a number of holders of 8 by 10 (approx size) graph paper. These papers are not stapled on but drop into a 3 sided border, open at the top. New papers every quarter or so are put into the holder in front of the last quarter's sheet so that one can refer back.

The board has various signs on it, one for each department. The graphs are in three horizontal lines for one organization, with space for two to three charts (in a single line) for each department. It is necessary for quick reading to have the graph sheets in long lines rather than in blocks-hence the board appears to be three long lines of graph, no matter how many graphs there are in how many departments.

The board is divided to allow for nine departments, due to two new additions as

are noted in other policy letters, and allowing for HCO to be included. These departments are in the same order as on an Org Board.

The listing is PE, Academy, HGC, PRR, Material, Accounts, Special Programmes, Government Relations and HCO.

The graphs are as follows as numbered under each Department heading:

1. PE: Attendance.
2. Co-Audit Attendance (PE).
3. PE: Books Sold.
4. Academy: No. of students.
5. No. of passes for week vs complaints. (Academy)
6. Extension Course Enrollments. (Academy)
7. HGC: Bookings for week new or continuing pcs (1 week's lag).
8. HGC: Satisfactory vs unsatisfactory gains (1 week's lag).
9. PRR: Letters out originated and letters answered.
10. PRR: No. of persons Interviewed.
11. Material: Value of Purchase Orders signed (reads in reverse to other graphs).
12. Accounts : Gross Income.
13. Accounts: Value of Unit.
14. Accounts: Gross funds on hand.
15. Special Programmes: Letters out.
16. Special Programmes: Number of persons interviewed.
17. Area for items in Govt Relations needing attention.
18. HCO: Memberships sold.
19. HCO: Number of Books sold.
20. HCO: No. on Staff Course.
21. HCO: No. of persons who have been security checked.

This means that a board about eighty to 100 inches long and 48 inches high will accommodate the lot. There would be seven 10" graphs in each line and three lines. Given space, allow extra widths. Molding can furnish the boxes to slip the graphs into.

These graphs are marked with broad 1/2 inch long lines, using bold black and bright red ink. If the graph remains level or rises it is marked in black. If it dips it is marked in red. All graphs are removed to be marked.

Whenever the board keeper when doing the graphs uses red ink on a graph she sends at once a blank form to that department head which asks for additional information on the department of a more detailed nature. The form begins: As your department has dropped in to the red this week, please furnish the Association Secretary with the following information:

No. of persons in your department

Number who have passed a security check

State of any files

Were any personnel ill last week or the week before

etc. etc. This form when filled out is pinned to lower half of board.

Also marked in red are any below quota figures such as ten in the Academy or twelve pes in the HGC, etc. These also require a report from the department head as above.

With a single glance at the board, the Assn See can see his Org's weak points. Reading the reports requested he knows something of why. His attention is thus drawn to impending slumps long before they happen rather than by emergency flaps in accounts. He can tell weak or non-functioning department heads and train or change them before they sink the department and the ship.

The figures needed are collected by the Assn See's secretary from the same source as the Ad Comm report figures. But these can now be standardized.

The moment the Assn See's secretary has posted the figures, retaining any copy for Ad Comm reports, she airmails her reports to Saint Hill where the same figures are posted on a duplicate master board for all organizations in the world in exactly the same way.

It will be at once noticeable that Organization Information Centre initials quite by accident say "O.I.C." And so one does and at once.

Please start this board at once with graphs and pins and do a smoother carpentry job for sure but later.

It will practically end emergencies and should promptly increase income and units.

Dept Heads and Staff may of course view the board at the convenience of the Assn See but it is not a public board and is for the Assn See and HCO See who can view it at any time. And who can visit that department which most needs visiting, adjust its hat and Admin fast and thus bolster the whole line.

It is cumulative slips that reduce income, not big drops suddenly. Catch the small ones and the big ones never show.

L. RON HUBBARD

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[Note: The data required for the OIC is amended by HCO P/L 23 September 1960, Organization Information Centre, on the next page. I

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 SEPTEMBER 1960

Assoc Sees HCO Sees

ORGANIZATION INFORMATION CENTRE

The data required for the OIC (as per HCO Policy Letter of August 11, 1960) should be amended and added to as follows:

18. HCO: Memberships sold
19. HCO: Books sold
20. HCO: Book best sellers
21. HCO: No. on staff co-audit
22. HCO: No. of security checks
23. HCO: No. of Hat checks given
24. HCO: Gross bank accounts of local HCO
25. HCO: Gross expenditures for office.

Please put this into effect immediately. Also, please note that item No. 17, Dept of Govt Relations will consist of two data:

17. Dir Govt Relations: (a) Shares sold HASI Ltd. (b) Shares sold HCO Ltd.

This will go into effect as soon as shares begin to be sold.

Issued by: Peter Hemery
HCO Secretary WW
for
L. RON HUBBARD

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 NOVEMBER 1960

All Cen. Orgs

REPORTS TO O.I.C.

The Org Info Centre cannot function and one cannot plot a future with it unless Departments make out and send in their reports to the Assoc See's Secretary or the person keeping the board. This data can be held there for Ad Comm.

The deadline is Monday Noon for the past week. However getting the report done by Friday Noon makes this possible.

The reports have to be done anyway-why delay them?

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 DECEMBER 1960

Central Orgs

IMPORTANT CHANGE IN REPORTS

To reduce and standardize the administrative reporting in organizations, the following system should go into effect as soon as possible:

A form containing all the data required from any one Department should be prepared by the Association (Org) Sec. Each Dept may require a different form to secure all the data.

This data is the same as that required on the OIC charts.

This does not change the income sheet report system.

The new report form for a Department must be headed with the name of the Central Org, and must carry its full routing. The routing is from the Association (Org) Sec's Sec to the designated Dept head, to be returned to the Association (Org) Sec's Sec by next Monday afternoon (date blank very prominent), then to the Assn (Org) Sec, then to the HCO Area Sec, then to HCO WW OIC unit. A description of the data required and the blank for it in each case is then listed. This is followed by a signature and date of the head of the Department.

These reports are different for each Department, therefore the form is different.

All personnel data, income data, financial data, numbers of people, technical results, etc must appear on this form.

The form is done on flimsy paper, the lightest possible and practicable. The colour should be pink.

The procedure is then this:

The Association (Org) Sec's Sec retains all these form blanks-the whole supply of each type. No stock of forms is given to a Department.

On Thursday morning the Association (Org) Sec's Sec places the appropriate forms in the Comm Centre baskets of Department heads plus any of the old type Income Sheet necessary. He or she also places the Accounts Department Income and Disbursement Sheets in their baskets,

Heads of Departments or their Admin write up the Income Sheet ' from their invoices. They take their Department's report form and fill it in from the data to hand. They return any Income or Disbursement Sheet and the report to the Association (Org) Sec's Sec by Monday noon.

The Assn (Org) Sec's Sec sets up the data on the O.I.C. board by noon Tuesday, using the report sheets for source.

There is this difference in marking up O.I.C. graphs. The actual figure is placed inconspicuously below the graph point being drawn in. The figure and the graph point then constitute a total fact on the graphs.

The Ad Comm meeting is then held Tues at 2:00 p.m. in the Association Sec's office with the O.I.C. board complete. All the data on the graphs is gone over rapidly with the Ad Comm by the Association (Org) Sec. The comments, approvals or condemnations and any plans stemming from these are noted by the Association (Org) Sec's Sec and any new ideas, plans, resolutions and suggestions are added to his minutes. These however should be kept very brief.

NO FINANCIAL OR NUMERICAL DATA APPEARS IN THE MINUTES.

The brief minutes copied and the original reports from the Departments are then packaged and mailed to Saint Hill where they will again be put up on O.I.C. boards. At Saint Hill there will be an executive meeting weekly to summarize the data which, with suggestions, will be broadly published in brief form to all Orgs giving data on all Orgs.

The intention here is to reduce the amount of copying of data and speed the report line. These Department reports can replace all existing reports by including all the data, even a roster of personnel. This reduces the Ad Comm minutes and shows Department heads all data in relation to past data rather than stressing one week only.

As the data is already outlined by O.I.C. charts and any existing additional report forms, it should be easy to make up the Department reports.

The idea is one income sheet and one report for a Department.

As everything in P.E. will shortly be on cards, not invoices, P.E. data can be kept by keeping cards for the week.

The original reports, in packet form must be light for airmailing, hence the weight of the paper of the report must be light.

Technical profiles, auditors' reports, students' and training reports continue to be forwarded but as supplementary to the Department report and are sent through on this same line. The Fri-Sat test results can be forwarded the next Monday with the past week's reports.

As the O.I.C. graphs are kept and filed and now have numbers on them, they constitute a supplement to Ad Comm minutes and should be kept as such as the basic data now does not appear in Ad Comm minutes.

HCO report blanks are made up and handled exactly this same way.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 APRIL 1961

CenOCon
Attn. Assn See See

OIC BOARD

The Organization Information Centre Board system is modified to the following extent:

No cautionary notice need be sent a department by the Assn See See or Assn See, when it receives a red line (fall).

The new report system brings all such falls to the notice of the Ad Comm anyway and explanations of falls and congratulations for rises can be cared for at that meeting.

L, RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 DECEMBER 1962

CenOCon

OIC REPORTS TO HCO WW

As of now, on receipt of this policy letter, I want the following procedure instituted as a regular procedure from every Org throughout the world in which there is an established HCO.

The despatch of these reports to me henceforth comes under the hat of the HCO Secretary in charge of each HCO.

These reports are to be sent to me *direct* from each HCO. They do not get routed via HCO Continental. The latter may require similar information but the reports I require must be sent direct to me.

There is no change in the present system of OIC graphs and reports as outlined originally in HCO Policy Letter of August 11, 1960, and the OIC Board should be maintained as usual in each Org.

The establishment of the below-mentioned reports line now permits, however, the cancellation of a number of other reports, details of which will be given in a separate policy letter.

There will be two sets of OIC Reports required now, namely:

1. Brief OIC data (the details of which are given below) are to be sent by LT cable (distant Orgs) or by Telex (London and Orgs near Saint Hill) to reach me by Tuesday morning for the immediate previous week's operations.
2. The usual complete OIC Reports, including the Tuesday afternoon Adcomm Report, are to be neatly packed in an envelope marked "OIC Reports referring to Adcomm Meeting of(date of Adcomm Meeting) at (HA SI)." This envelope is to be addressed to in!, and despatched by Airmail not later than Thursday of each week.

The HASI week operates from Thursday 2.00 p.m. to the next Thursday 2.00 p.m. This is mandatory for all Orgs Without exception, from here on.~

The brief OIC data required to be cabled will be:

- (a) P.E. average attendance for the week.
- (b) Co-audit average attendance for the week.
- (c) Academy
 1. Number of new students.
 2. Total number of students attending.
 3. Number of students graduated that week.
- (d) HGC total number of Public pcs.
- (e) Corrected Gross Income to the nearest dollar, pound or rand, etc. *Provisional* Gross Income figures not required. This will mean that the old policy of closing all the books each week at 2.00 p.m. each Thursday must now be properly adhered to. The Corrected Gross Income figure cabled in this report is to be the same figure as that in the AC 1, line J.
- (f) Letters Out. Total number of personal signed letters despatched. This number is not to include mailing pieces, leaflets, nor circulars.
- (g) Registrar Interviews. Total number of personal interviews by Immediate Registrar.
- (h) Sign-ups. Total number of people signed up as a result of Registrar Interviews..

In despatching the OIC data by LT cable or telex, this is the form it should take, and in this order:

LT=

SIENTOLOGY EASTGRINSTEAD=

**45CT RON OIC DATA W/E 6TH AS FOLLOWS 40/175/5/80/8/40/
2542/2149/52/20 BEST=BILL+++**

(The figures 40/175/5/80/8/40/2542/2149/52/20 are sent all *in one block or group*.)

Always put EASTGRINSTEAD as one word joined together. This counts for one word, but when separate thus: EAST GRINSTEAD costs 2 words.

45CT is the Org prefix and serial number of message.

RON means the cable is to come to me.

OIC DATA W/E**AS FOLLOWS**, always use this wording. This indicates to the cable authorities that we are not using a code. If they think we are using a code, the cable gets charged at full rate and not LT.

40/175/5/80/8/40/2542/2149/52/20 means PE was 40, Co-audit 175, Academy new students 5, Academy total number of students attending this week 80, Academy students graduated this week 8, HGC public pcs 40, Corrected Gross Income was 2542, Letters Out 2149, Registrar Interviews 52, Sign-ups 20.

The minimum number of words for an LT cable is 22 words. The number of words chargeable in the above cable is 20. This works this way:

LT= SIENTOLOGY EASTGRINSTEAD= counts for 3 words.

45CT RON OIC DATA W/E 6TH AS FOLLOWS BEST= BILLcounts
for 10 words.

40/175/5/80/8/40/2542/2149/52/20 counts for five characters per word and this would be charged as 7 words.

As you can see, it is essential to maintain the order in which the figures are given above. Always maintain the full series unless permission is given by me for certain categories to be omitted. However, nothing is gained by omitting any category as the minimum cable charge for any number of words up to 22 for LT is the same.

Use a hyphen or 0 to indicate zero, thus -/175/-/80

The information on the best possible cable layout, as above, has been submitted to us by the Cable and Wireless Company, London.

With this cable data, I will be able to follow very much more closely your progress.

Also for some time now, I have been wanting an efficient flash system at HCO WW which would give an advance alert of any emergency that may arise.

This system will help me to catch any ball long before it is dropped. Had we had the above procedure, for instance, operating before, the Joburg debacle would have been nipped in the bud long before it came anywhere near to being an emergency. As it is, Joburg has recently cost us well over E20,000 loss which can now be obviated at a cost of about f I a week in cable costs. So, please institute this procedure straight away.

L. RON HUBBARD
Prepared by Peter Hemery
and Robin Hancocks

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 DECEMBER 1962

HCO Sees Assoc Sees Dept Heads

CHANGE IN REPORT LINE

The purpose of the report line from the Orgs to Ron and HCO WW is three-fold:

1. To provide information.
2. To encourage the HCO See, the Assoc See, and Dept Heads to have a close *look, personally*, each week at their Org and Depts.
3. To enable Ron, and trained staff at HCO WW, to pick up possible goofs and trouble spots *early* and correct them before they grow to major proportions.

With this purpose in mind, various experiments in reports have been introduced in the past three years.

On the basis of this experience, it has been found that the Organizational Information Centre, with its associated reports, is at once the most effective report line and also the least burdensome to all staff concerned.

Therefore, it has been decided that the O.I.C. report system is the mandatory report system for all Scientology Orgs which have an HCO attached to them. A final refinement has been added in HCO Pol Ltr of December 11, 1962, "O.I.C. Reports to HCO WW", which outlines a system for a weekly cabled or telexed O.I.C. report in addition to the routine O.I.C. reports which are mailed to HCO WW as before.

At the same time, this permits the cancellation of some other reports which, by experience, have proved less effective for the purposes described above.

Effective immediately, therefore, the following reports are cancelled.

1. HCO 1, and HCO 3 - The personal reports of the HCO See and Assoc See on the Org.
2. [Deleted per HCO P/L 9 May 1963 *CHANGE INREPORT LINE, I*

The routine reports of D of T and D of P to HCO Tech See WW remain unchanged.

Financial reports-(HASI Proportionate Income Breakdown [A.C.I.] and HCO A.C.42) remain unchanged.

HCO Book Reports to WW remain unchanged.

HCO Sees should continue to send copies of Org Board to HCO WW at quarterly intervals, and HCO Inventories on the 1st of each year.

HCO Sees, Assoc See, and Dept Heads are advised to re-read HCO Policy Letter of August 11, 1960, and subsequent issues on the O.I.C. board and report line.

L. RON HUBBARD

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Prepared by Peter Hernery and
Robin Hancocks

Note: Item 2, deleted above, cancelled Org Rudiment Reports in error. HCO P/L 9 May 1963 says, "These reports are required, as originally set out, on completion of each Org Rudiment."

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 MARCH 1965
Issue 11

Gen Non-Rernimeo

ADMINISTRATION
FLows AND EXPANSION

THE FAST FLOW SYSTEM

We have introduced many new principles in administration in recent policy letters. Here is one which if left out would cause mystery.

This is the principle of traffic flows we now use. It is called the FAST FLOW SYSTEM OF MANAGEMENT.

A being controlling a traffic or activity flow should let the flow run until it is to be reinforced or indicates a turbulence will occur and only then inspects the part of the flow that is to be reinforced or is becoming enturbulated and inspects and acts on only that one flow.

This principle would operate on a committee of 3 in this fashion: the committee does not act as a body. Each member acts individually in three spheres of influence (three types of flow). There is no *committee* (collective) action until one of the three members wants concurrence from the other two on greatly reinforcing a flow or until the other two, by observation, see the third is going adrift. Only in these cases does the committee act as a Committee. In other words all 3 members go about their work independently until there is a change in one of their three spheres and *then* they act. Otherwise the flows of orders and actions are independent. Not doing it like this is why Committees have gotten the reputation of being unable and a waste of time.

To do this one, of course, needs another principle: that of Indicators.

An Indicator is something that signals an approaching change rather than finding the change is already present and confirmed.

We get this from auditing. An auditor audits so long as things go evenly. He knows when they will *begin* to deteriorate or change by an Indicator. He acts on seeing the indicator. He doesn't wait until the collapse or total change of the pc occurs and *then* look it over and act. The pe could be run into the ground or a good process that was bettering the case could be neglected if an auditor could not PREDICT from indicators how it was going before it was gone.

In supervising a number of sections or departments, it would work this way:

The person in charge does not examine *every* action or decision on the lines. If all despatches of all the activities went through his or her one pair of hands the volume would be too great and would jam. The executive's "plate" would be too full and this would *halt any expansion* of the activities as the executive would feel overworked, yet in actual fact would be getting nothing much done. The flows which *needed* watching would be buried in a huge volume of flows that did not need watching.

Instead, the principle of flows tells us that the executive should have statistical INDICATORS such as OIC charts on every part of the activity each week and should act only on the basis of the charts' behaviors.

If a chart went down the Executive would not wait for that area to collapse before inspecting it. At a dip point the executive should go over all the plans and traffic and despatches of the area dipping down and unearth the *real* reason why it did dip. If the matter needs minor remedy, it should be corrected. If then the graph still dipped down, the executive would not only be advised of it by the OIC Indicators but would know, having inspected earlier, what had to be done on a more drastic scale to get the graph going up again.

The OIC system *must* be used and all data plotted and circulated to the P-xbcutives in an **org** before this system will work.

If the OIC system is put into effect fully the executive can then (and *only* then) let **go** the comm lines and let the traffic flow.

He then only needs to:

1. Keep alert for and correct Dev-T (off-line, off-policy, off-origin and non-oompliance);
2. Keep an eye on the weekly OIC charts;
3. Find from OIC the upward trends and inspect and find out what's working so well it can be reported;
4. Be alert to any down dip and inspect the activity itself and correct the matter; and
5. Spend most of his time getting his own job done (since executives do have jobs besides supervision).

The one thing he mustn't do is "get reasonable" about dips or zooms and not act to really check the decline or to reinforce the rise:

- (a) Thinking one does know when he has not gotten it inspected closely;
- (b) Not believing the graph and Indicators; and
- (c) Not acting, are the fatal errors.

Doing 1 to 5 tells us who's an executive and doing (a), (b) and (c) tells us who shouldn't be an executive.

If this system is in effect the org can't help but boom.

We will call this the FAST FLOW SYSTEM OF MANAGEMENT.

It is a very precise art. It's like auditing. One predicts the slumps and reinforces the tendency to boom.

It can't miss. If it's done completely.

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[LRHNOTE: Study this. Shows why of O1C.]

HUBBARD COMMUNICATIONS OFFICE

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HCO POLICY LETTER OF 6 FEBRUARY 1968

Remimeo

ORGANIZATION - THE FLAW

I looked for a long time for any flaw in the idea of organization. It does have a flaw.

The basic flaw in organization is INSPECTION BEFORE THE FACT. That means inspection before anything bad has happened.

Violations are so harmful they destroyed every great civilization-the Roman, the British, the lot. For every flow is slowed or stopped.

The prosperity of any organization is directly proportional to the speed of its particles-goods, people, papers.

World trade, world shipping, world prosperity is dying only because of the cumulative effect of inspection before the fact. Passports, customs, safety regulations, general government interference before anything bad has occurred add up to a SUPPRESSIVE SOCIETY and therefore, soon enough, a dead one.

Penalty after the fact has occurred disciplines the criminals and does not pull down the majority to criminal level.

Scientology organizations must never lose sight of the reason organizations have decayed.

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L. RON HUBBARD

Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Rernimeo HCO POLICY LETTER OF 30 SEPTEMBER 1965

Advisory Councils
Advisory Committees

All Divisions

STATISTICS FOR DIVISIONS

(Note: We will call the Advisory Council the Ad Council,
never AdCoun, to avoid any errors in confusing it with AdComm)

Each whole division has a statistic on which it is judged as to condition.

While this gross divisional statistic does not cover all the statistics of the division, it is the primary divisional statistic.

An ADVISORY COUNCIL meeting can be very brief if it has these statistics tallied by AdComms and plotted and submitted by OIC. Then when a gross divisional statistic is up the Ad Council can find out why and reinforce what caused the rise. And when a gross divisional statistic is down, the Ad Council can go through all the remaining statistics of that division and take action accordingly. Thus the Ad Council need not cover all the statistics of an org at its meeting. Only the gross divisional statistics and take action only when these vary widely up or down.

The Advisory Committees of the Divisions record all statistics but headline in their report their gross divisional statistic for quick reference. They include all their statistics, headline their gross divisional statistic.

The gross divisional statistics are:

Exec Division 7 -
Gross Income of the Org.

This of course reflects best the total Org operation and is what the Exec Division is promoted or demoted for so it is the Division 7 Gross Statistic.

HCO Division I -
Total Org Letters In - Total Org Letters Out.

As HCO has personnel, Ethics and such matters, if they do their job there is a heavy outflow in of all mail types for HCO and the Org and a heavy outflow out from all divisions. If the Personnel Officer gets hard workers and puts their hats on and if Insp & Rpts and Ethics are quick off the mark and if the HCO Area See runs a good division and handles all about, the Letter In-Letter Out will tell the tale. HCO sees to it, Org pours out letters and mailing pieces.

HCO Dissern Division 2 -

Number of new Enrollments of Students and Pcs for the week,
and gross Book Sales.

Although this division has Registration, magazines, etc, etc, all these add up to enrollments, which of course is the final result of all magazines, letters, promotion and advance enrollment. Book sales are our oldest index of future business.

Org Division 3 -

Credit collections vs Bills paid.

It will be seen that gross income is established by many in the Org but collections as a special income is purely the Org Division's. Bills paid require gross money in, so reflect the gross-no money in, no bills paid. This is a dual statistic which shows the industry of the division in general. It even touches materiel as no bills paid equals no supplies. Monies paid into Reserve Payment do not count as Bills Paid.

Tech Division 4 -

Number of Students and Pcs completed in the week.

The number enrolled is really only partly the Tech Division's as if they give good service they will get enrollments. However, the *completions* are the real index of a Tech Division and show up any weakness of the division. So their statistic is only total completions of courses and auditing. This of course includes graduations from any course and completion of any *result* for the pc that brings a Grade Cert or just ends intensives.

Completed of course means only certified or classed or graded. However completion of a 25 hour intensive which satisfied the pc (no review at end even if one occurred before the end) counts as a pc completed. Five hour rehabs which did not result in a Grade are not completions. Five hour assists bought as assists are done of course in Qual and so are not a Tech statistic.

Qual Division 5 -

Cash Collected by reason of the Division for the week.

This division's certs and grades and awards are all really the Tech Division's work. But we early found that a Qual Division's various services were paid for when good and not when bad. So this division's gross statistic is how much cash was paid-not later collected, for **Qual** Division services.

Dist Division 6 -

Number of field staff member commissions paid/
number of new addresses added to CF both for the week.

This dual statistic reflects a healthy Dist Div. The number of new addresses added to CF means of course *new* people buying things from the org. Therefore its advertising quality and basic services can be judged even though assisted by other divisions as well. The number of field staff commissions paid reflects its leadership of field staff members.

New people is the business of the Dist Div.

SUMMARY

There are many other statistics, many even more important than these. But these gross statistics tell one at once if the Division Secretary is alive and has his division functioning. Thus they provide indicators by which management can be done.

The AdComms of course handle all their statistics.

The Ad Council handles the gross divisional statistics looking for steep ups (to assign affluence) or steep downs (to assign emergency).

Gross Income only hereafter influences the Exec Division and is assigned from Saint Hill. All other divisions are assigned conditions by the Ad Council in accordance with the gross divisional statistics.

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[Note: The last sentence mder HCO Div I has been added per HCO PIL 15 December 1965.1

(Considerable evolution of the Statistics for Divisions has occurred since this policy was first written by LRH. As of August 1973, the following P/Ls have amended the above issue:

27/4/67 *Tech Division Statistic, 1-345,440*
2219/69 *HGCStatistic, 1-357,4-12*
2913170 *Tech and QualStatsRevised, 1970YearBook*

1819171 *AOLA Division 6 Defined, 1971 Year Book*
5/12/71 *Statistics-Dissem Division, 1971 Year Book*
1012172 111 & revised reissue of 1216173

17/6/7011	01CChange-Cable Change, 1-359		Higher Org-New Name to CIF Definitions,
5/21?1 In	FEBC Executive Director Org GDSes,		1972 & 1973 Yew Books
	1971 Year Book	716/72	AO andAOSH Money for Training-GDS
5/2171 V	Org Gross Divisional Statistics Revised,		for Quals, 1972 Yew Book
	1971 Year Book	514/73	All Orgs-Two Additional HCO GDSes
12/317111	Treasury Divisiom GDSes-All Orgs, 3-5		TechlAdmin Ratio andPersonnelPointsStats,
219171111	Hatting Points GDS Change, 1971 Year Book		1973 Yew Booki

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 OCTOBER 1965

Gen Non
Rernimeo

URGENT

OIC CABLE CHANGE

Effective 4 November 1965 for the week ending on that date and forward, OIC Cables will be coded with the following changes:

GROSS DIVISIONAL STATISTIC OIC DATA FORM

The form of the new OIC DATA cable is basically the same as the old form except that the headings of the columns have changed and one column has been added in order to reflect the new Divisional Statistics.

The new form consists of eleven columns.

1. Gross Income of the Org.
2. Total Letters In.
3. Total Letters Out.
4. Total Enrolments of Students and pcs.
5. Gross Book Sales.
6. Credit Collections.
7. Bills Paid.
8. Total Number of Completions of Students and pcs.
9. Qualification Division Income.
10. Number of Commissions paid to Field Staff Members.
11. Number of New Addresses added to CF.

Example:

DAY		FOUNDATION	
Gross Income	f 6,000	Gross Income	f 689
Letters In	1,150	Letters In	256
Letters Out	2,345	Letters Out	861
Enrolments	30	Enrolments	22
Gross Book Sales	L500	Gross Book Sales	f 100
Credit Collections	il,239	Credit Collections	f 248
Bills Paid	f 2,507	Bills Paid	f98
Completions	46	Completions	30
Qualifications Income	f 850	Qual Income	f75
Commissions Paid	32	Commissions Paid	4
New Addresses	323	New Addresses	159

Cable will look like this:

OIC DATA W/E 6 OCT DAY 6000/1150/2345/30/500/1239/2507/46/850/
32/323

FOUNDATION 689/256/861/22/100/248/98/30/7S/4/159 BEST

MARY

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 16 DECEMBER 1965

Gen Non
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All Hats
Int Exec Div

ORGANIZATION OF THE INT EXEC DIVISION

**STATISTICS OF THE INTERNATIONAL
EXECUTIVE DIVISION**

What is a statistic? A statistic is a number or amount *compared* to an earlier number or amount of the same thing. Statistics refer to the quantity of work done or the value of it in money.

A down statistic means that the current number is less than it was.

An up statistic means the current number is more than it was.

We operate on statistics. These show whether or not a staff member or group is working or not working as the work produces the statistic. If he doesn't work effectively the statistic inevitably goes down. If he works effectively the statistic goes up.

NEGATIVE STATISTICS - Some things go up in statistic when they are bad (like car accidents). However we are not using negative statistics. We only use things that mean good where they go up or mean bad where they go down.

One then is valued in the group because of the rise and fall of the statistics for which he is responsible.

The organization of the division is arranged to compare with the statistics of Scientology Orgs and their divisions,

There are seven divisions **in** a Scientology Org.

These are:

1. HCO Division.
2. HCO Dissemination Division.
3. Org Division.
4. Technical Division.
5. Qualification Division.
6. Distribution Division.
7. Executive Division.

For each one of these there is an International Executive Division Section.

These sections advise and supervise the comparable divisions all over the world as follows:

OFFICE OF LRH WW contains:

- (a) The Advisory Council WW
- (b) The LRH Communicator Advisor WW
- (c) Office of LRH production activities and staffs, (Cine, book writing, magazine articles writing, photography, research, hats, policy writing, etc.)
- (d) Estate Section
- (e) Household Section
- (f) Office of LRH Personal Secretary

OFFICE OF THE HCO EXEC SEC WW

- (a) HCO Advisor WW
- (b) Dissemination Advisor WW
- (c) Secretarial Assistance for the HCO Exec Sec WW

OFFICE OF THE ORG EXEC SEC WW

- (a) Organization Advisor WW
- (b) Technical Advisor WW
- (c) Qualifications Advisor WW
- (d) Distribution Advisor WW
- (e) Secretarial Assistance for the Org Exec See WW

All functions of the Int Exec Division are organized within the above framework.

It has its own org board independent of the Saint Hill Org which, to the Int Exec Div, is another organization.

STATISTICS - The statistic for the whole Int Exec Div is the gross income of all Scientology orgs in the world combined (but not all franchise holders or field auditors also).

The statistics for the Advisory Sections are:

HCO ADVISOR and SECTION - The two HCO gross divisional statistics of all HCO Divs in the world combined.

DISSEM ADVISOR and SECTION - The gross divisional statistics of all Dissem Divs in the world combined.

ORG ADVISOR and SECTION - The gross divisional statistics of all Org Divisions in the world combined.

TECHNICAL ADVISOR and SECTION - The gross divisional statistics of all Tech Divs in the world combined.

QUALIFICATIONS ADVISOR and SECTION - The gross divisional statistics of all Qual Divs in the world combined.

DISTRIBUTION ADVISOR and SECTION - The gross divisional statistics of all Dist Divs in the world combined.

EXECUTIVES - Each of the three Offices of the Int Exec Div is handled by a Co-ordinator instead of a director as in the case of divisional departments, comparable to Director rank.

The Advisors are Officers. Heads of units are "In Charge".

EXECUTIVE STATISTICS - The statistics of Advisors are named above.

There are statistics for all executives higher than advisors. These are: LRH - Books and articles written, films, tapes, policy letters, HCO Bs, See Eds. Items are given different numerical values.

These are combined into one figure weekly count. Statistics of the production section are similarly assigned.

HCO EXEC SEC WW - One figure, being the arbitrary add up of the four figures of the two Advisory Sections of that office (HCO & Dissem).

ORG SEC WW - One figure, being the arbitrary add up of the eight figures of the four Advisory Sections of that office.

LRH COMMUNICATOR WW - The gross income of the Int Exec Division itself irrespective of the gross income of other orgs.

THE CO-ORDINATOR OF THE OFFICE OF LRH - The combined statistic of the Office of LRH Sections.

THE CO-ORDINATOR OF THE OFFICE OF THE HCO EXEC SEC WW - A ratio of the number of staff in the division over the gross income of the division.

THE CO-ORDINATOR OF THE OFFICE OF THE ORG EXEC SEC - A ratio of the expenditures of the division over the income of the division.

THE OFFICE OF LRH PRODUCTION OFFICER - The numbered items as per LRH statistic actually handed over to Dissem Divisions or distributors to be published or issued.

THE HOUSEHOLD OFFICER - The LRH Statistic as above.

THE ESTATE MANAGER - A ratio between the materiel expenditures of all kinds, salaries and contracts in the section and the professionally estimated gross income of the Saint Hill organization.

Other staff members have statistics as set by their immediate superiors.

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[Note: The last sentence in "Advisory Sections" has been amended from "Heads of units or 'In Charge' " to "Heads of units are 'In Charge' " per HCO P/L 8 February 1966.]

STATISTIC

The statistic of the Int Exec Division in an Area is dual:

THE AMOUNT OF CASH IN THE BANK AS PER THE LAST WEEK'S BANK STATEMENTS PLUS THE AMOUNT OF CASH ON HAND AS OF 2.00 PM THURSDAY OF THE CURRENT WEEK OF THE REPORT.

THE TOTAL OF DEBTS OWED BY THE ORG PLUS OVERDRAFTS AND CURRENT PAYMENTS DUE ON MORTGAGES (TIME PAYMENTS) AND LOANS OR BOND OR SHARE RETIREMENT BUT NOT ON THE TOTAL GROSS AMOUNT OF MORTGAGES, HIRE PURCHASE (TIME PAYMENTS) OR LOANS OR BONDS.

Further data on the statistic is to be found in HCO Pol Ltr I Mar 66, The Guardian, whose statistic it also is. This should also be part of OIC hats.

The OIC cables begin with these two statistics. Continental orgs which have a Continental Exec Division report the Int Exec Div Area Statistics, the Continental Exec Div Statistics and then the seven area divisions making a continental cable report have two more figures in it than an area orles.

The Int Exec Div at Worldwide has a composite graph of all the orgs in the world added.

A Continental Exec Division has a composite graph of all orgs in that Continental area including the org which has the Continental Division.

The local Exec Division has the above dual graph.

ALL OIC CABLES BEGIN WITH THE LOCAL STATISTIC OF THE OFFICE OF LRH.

This continues the report on the gross income of the week, which is the statistic of LRH.

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[Excerpted from 14CO P/L I March 1966, Issue 11, *Executive Division Organization*. A complete copy is in Volume 7, page 47.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 1 MARCH 1966

Remimeo
Exec Sec Hats
HCO Area See Hat
Org Bd Section Hat
Secretary Hats

Office of LRH

**THE GUARDIAN
STATISTIC**

The Guardian's statistic for each org (and that of the Int Exec Div in each org) is a dual statistic as follows:

THE AMOUNT OF CASH IN THE BANK AS PER THE LAST WEEK'S BANK STATEMENTS PLUS THE AMOUNT OF CASH ON HAND AS PER 2.00 PM THURSDAY OF THE CURRENT WEEK OF THE REPORT.

THE TOTAL OF DEBTS OWED BY THE ORG PLUS OVERDRAFTS AND CURRENT PAYMENTS DUE ON MORTGAGES, HIRE PURCHASE (TIME PAYMENTS) AND LOANS AND BOND OR SHARE RETIREMENT BUT NOT THE TOTAL GROSS AMOUNT OF MORTGAGES, HIRE PURCHASE (TIME PAYMENTS) OR LOANS OR BONDS.

These two figures are to be included in the beginning of OIC cables in the order above.

It will be seen that it is hard to get a bank to give one an exact figure, due to cheque to cheque clearance, for "2.00 pm Thursday" so in actual fact one takes last week's bank statements' credit balance of all accounts and adds to it this week's total receipts, neglecting outstanding cheques as the matter will average.

In computing the debts owed by the org it would be quite unreal to add up the mortgage totals, time payment (hire purchase) totals and all outstanding stocks and bonds as the call on the org is for *current* payments on these due or any retirement programme. The monthly bills statement (in actual practice) can serve as this statistic providing that during the succeeding month one does not deduct from it payments made from it as new debts are growing at the same time and the matter tends to average out.

Each org, having a board for the Int Exec Div must also have a local statistic for it.

At Worldwide the International Executive Division has a composite statistic made up of all org Int Exec Divs added and graphed.

The local Int Exec Div has the local org's dual statistic as above and that is the Guardian's local statistic or that of the Assistant Guardian where one is appointed.

The Guardian's statistic Worldwide is the composite.

Where there is a Continental Exec Division (required when orgs are very large) the Continental Assistant Guardian's statistic (and that of the Continental Exec Div) is the composite of the Guardian statistics for that continent.

Where the Guardian finds the local or Continental or Worldwide statistics are being falsified or are grossly in error, the Guardian must order the AdCouncil Worldwide to send a competent WW executive to conduct an investigation. The Guardian may empower through the AdCouncil WW that representative to bring about prosecution for irregularities. If this procedure is ineffective, the Guardian being also a local executive may personally direct the matter to be satisfactorily concluded and to bring about correct statistics.

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[Excerpted from HCO P/L 1 March 1966, The Guardian. A complete copy is in Volume 7, page 494.1

HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 9 JANUARY 1966

Gen Non-Rernimeo
SH only
AdCouncil
Secretaries' Hats
Directors' Hats
Dept Insp & Rpts Hats
Other orgs info only

OIC SECTION SH

The HCO Div I **OIC** Section SH having been relieved of Worldwide OIC reports which have been turned over to OIC WW must concentrate upon getting in and executing a standard Central Org OIC System, complete with posted charts, for SH only.

Chart posting boards have existed at SH for some time and one should be set up in HCO.

OIC SH collects statistics for SH Divisions, Departments and Sections, graphs them and posts them.

OIC SH is responsible for devising the department and section statistics. This is normally done by the Secretary of the Division and okayed by the AdCouncil and OIC is given what the statistic is and then obtains it weekly from AdComm minutes and graphs it. But OIC is responsible that it be devised and done. OIC accomplishes this by insistence to Secretaries and AdCouncil.

OIC SH submits the full set of graphs each week to the AdCouncil by Tuesday noon and, getting them back, posts them.

Occasional Xerox copies are made and sent to a Secretary, always when that Division has been declared in Emergency or Danger.

OIC SH is responsible for sending the SH Gross Divisional statistics data to OIC WW as well as graphing them for SH.

OIC SH draws up a See Ed for SH weekly for approval by the AdCouncil and forwarding to the Office of LRH SH for issue by Thursday of the week after the Thursday the figures represent.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 3 MARCH 1966

Gen Non-Remimeo
EXEC SEC HATS
HCO AREA SEC HAT
DIR I & R HATS
OIC SECTION HATS

Issue II

OIC REPORT FORM
(Cancels earlier cable form)

The report of OIC whether cabled or despatched to a senior executive division for its OIC graphing follows the following pattern:

HCO Despatch Number
RON
Arithmetical date
Month abbreviated
Gross Income for week
Org's gross Cash
Org's gross Bills
Letters In
Letters Out
Book Sales
Enrolments
Credit collected
Bills Paid
Completions
Income for services collected by Qual
New names to CF
Amt paid Field Staff Members
Signatory

This would look as follows:

237 NY RON 5 MAR 5000/16000/6000/860/1520/1008/20/890/600/64/580/1270/
500 = MARGE

The change is made because of the change in Exec Div statistic, HCO Policy Letter I Mar 66, The Guardian (Vol. 7, page 494), and HCO Policy Letter I Mar 66, Issue 11, Exec Div Organization (Vol. 7, page 47).

Where a Continental Office Statistic is also included, it is made the first two numbers followed by the Area name in full. Thus, if NY were a Continental Org it would read:

Continental despatch number and letters
RON
Arithmetical date
Month date
Area Org name
Etc as per first list

(The NE in the example would stand for "New England" and means the New England states of the US)

237 NE RON 5 MAR 16000/21000 NEW YORK 5000/16000/6000/860/1520/1008/
20/890/600/64/580/1270/500 BOSTON 3000/7000/4000/400/865/400/12/200/628/
41/152/82/205 PROVIDENCE 900/ etc.

This would only occur where a Continental Exec Division established after this date by specific SEC ED was collecting its Continental Area Org figures and relaying them all in one cable.

Note that the Continental statistic is the first pair of figures followed by the Area Org names, the two figures consisting of cash on hand and total debts owed as described in the two policy letters mentioned.

The rule is that an Area Org's OIC data for report follows on the first figures in the despatch place designation (237NY). This gives 13 groups of figures for an Area Org OIC report. It gives two additional for a Continental.

Where a Zone Exec Div exists (HCO Policy Letter I Mar 66, Issue 11) a Continental type cable is sent to Continental and relayed as is, with the two Continental statistic figures beginning, then a Zone despatch number, two figures of the Zone Exec Div, then the name of an Area Org in the Zone followed by its 13 figures. Several Zone OIC reports might be in the Continental cable. One would know a new Zone in the cable because it has a new despatch number from the Zone bearing the Zone initials.

If NE were "New England" a Continental Exec Div and MA were "Massachusetts" a Zone Exec Div and VT were "Vermont" another Zone Exec Div of New England, we would have:

237 NE RON 5 MAR 16000/21000 26MA 5905/8006 BOSTON 3000/7000/4000/400 etc ... 174 VT 8009/12006 BENNINGTON 260/800/502/ete...

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 4 APRIL 1966

Gen Non-Rernimeo
Exec See Hats
HCO Area Sec Hat
Dir I & R Hats

01C Section Hats **ADDITION TO HCO POLICY LETTER
OF 3 MARCH 1966 (ISSUE II)-OIC REPORT FORM**

The OIC cable will continue to have a reference to the date of the ending of the week on which the cable is reporting. It will also continue to have a reference to Day and/or Foundation,

Thus the pattern is as follows:

HCO Despatch Number RON Arithmetical date Month abbreviated Week ending abbreviated Date of week ending in code (day/month/year) Day or Foundation etc.

This would look as follows:

237 NY RON 5 MAR W/E 4/3/66 DAY 5000/etc./

The figures for the Foundation would then directly follow:

FOUNDATION 4500/etc./

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

Remimeo
Exec Secs
Secretaries
HCO 01C Sect Hat
01C Exec Div Hat
LRH Comm Hat

HCO POLICY LETTER OF 6 MARCH 1966

Issue 11

STATISTIC GRAPHS, HOW TO FIGURE THE SCALE

A graph is not informative if its vertical scale results in graph line changes that are too small. It is not possible to draw the graph at all if the line changes are too large.

If the ups and downs are not plainly visible on a graph then those interpreting the graph make errors. What is shown as a flat looking line really should be a mountain range.

By SCALE is meant the number of anything per vertical inch of graph.

The way to do a scale is as follows:

Scale is different for every statistic.

1. Determine the lowest amount one expects a particular statistic to go-this is not always zero.
 2. Determine the highest amount one can believe the statistic will go on the next three months.
 3. Subtract 1 from 2.
 4. Proportion the vertical divisions as per 3.
- Your scale will then be quite real and show up its rises and falls.

Here is an incorrect example.

We take an org that runs at f 500 per week. We proportion the vertical marks of the graph paper of which there are 100 so each one represents f 100. This when graphed will show a low line, quite flat, no matter what the org income is doing and so draws no attention from executives when it rises and dives.

This is the correct way to do it for gross income for an org averaging i500/week.

1. Looking over the old graphs of the past 6 months we find it never went under f 200. So we take f 200 as the lowest point of the graph paper.
2. We estimate this org should get up to Z1,200 on occasion in the next 3 months so we take this as the top of the graph paper.
3. We subtract L200 from il,200 and we have L1,000.
4. We take the 100 blocks of vertical and make each one f 10, starting with f 200 as the lowest mark.

Now we plot gross income as f 10 per graph division.

This will look right, show falls and rises very clearly and so will be of use to executives in interpretation.

Try to use easily computed units like 5, 10, 25, 50, 100, and show the scale itself on the graph. (1 div = 25.)

The element of hope can enter too strongly into a graph. One need not figure a scale for more than one graph at a time. If you go onto a new piece of graph paper, figure the scale all out again and as the org rises in activity sheet by sheet the scale can be accommodated. For example it took 18 months to get Saint Hill statistics up by a factor of 5 (5 times the income, etc) and that's several pieces of graph paper, so don't let scale do more than represent current expectancy.

On horizontal time scale, try not to exceed 3 months as one can get that scale too condensed too, and also too spread out where it again looks like a flat line and misinforms.

Correct scaling is the essence of good graphing.

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Saint Hill Manor, East Grinstead, Sussex

Rernimeo
Applies to
LRH Corarns
Exec Div
HCO Div
Secretaries

HCO POLICY LETTER OF I MAY 1966

STATISTICS OF OFFICE OF LRH

(Alters earlier Statistics assigned)

The gross statistic of the Office of LRH is the number of releases and clears made in the org, declared and *paid*.

For this purpose the following points table is used:

Grade 0 to IV Release - I		
Grade V Release	-	5
Grade Va	-	2
Clear	-	20

The Area Office of LRH gross statistic is the number made, as per table value, in the Area Org.

A Continental Office of LRH has as its gross statistic, the composite of all the Area Office of LRH gross statistics.

The Office of LRH Worldwide has as its gross statistic the composite of all Area Offices of LRH gross statistics in the world.

Guardian Gross Statistic

The Guardian gross statistic is dual, the cash on hand and the bills owed, as given in the Guardian Policy Letter-HCO Policy Letter of Ist March, 1966: The Guardian. It is expressed in each Area Org graph and on Continental graphs.

The LRH Communicator Statistic

The LRH Communicator statistic, Area, Continental and Worldwide is dual:

1. The number of Releases and Clears, value as per above table, declared and *paid*
2. Total gross income.

In an Area these two statistics are graphed for the Area LRH Comm.

In a Continental Exec Div the composite of areas is graphed.

At Worldwide the composite of all Area Orgs is used for the LRH Comm WW.

Design & Planning

The Design and Planning Branch of the Office of LRH has as its statistic, Area, Continental and Worldwide in the usual manner, all plotted in one graph.

1. Tech Space Available in square feet of floor space.
2. Admin Space Available in square feet of floor space.
3. The Tech Div Gross Div Statistic.

The Estate Branch

The Gross Divisional Statistic of the Estate Branch of the Office of LRH is:

1. Total useful space in square feet, building, available and clean.
2. Total grounds space in square feet in good appearance and care.
3. Total of all org bills owed.

These statistics are graphed by OIC and included in the general packets of statistics.

But once a month on the 1st Friday after the 1st of the month, OIC is to copy a set of the Office of LRH statistics of all orgs and Cont Exec Divs and WW and the LRH Comm WW is to give them to LRH for his personal review.

(This policy letter and replanning of statistics results from the failure to push through to completion Blocks 1 and 2 Lot 4, Saint Hill, which matter became the subject of a Comm Ev at Saint Hill, Advance Bookings indicating more space to be needed but the new structure delayed. This resulted in a transfer of the Estate Section SH back to the Office of LRH WW as it had twice failed to act when placed in the Third Division.

The Estate Section including Construction, Maintenance and Cleaning, is thereby transferred in all orgs, to the Office of LRH.)

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 JUNE 1966

Gen Non-Rernimeo Saint 14ill only All other Orgs for info

HCO DIV

OIC PUBLICATION AND DISTRIBUTION

There are 12 Xerox copies to be made of each OIC chart set for the East Grinstead environ.

A set for the East Grinstead environ consists of the WW, Continental UK and Saint Hill complete graphs.

Distribution of sets is as follows, one *complete* set each, *each week*,

1. Ad Council WW
2. Ad Council UK
3. Ad Council SH
4. HCO Div See and Ad Comm
5. HCO Dissem Div See and Ad Comm
6. Treasury Div See and Ad Comm
7. Technical Div See and Ad Comm
8. Qualifications Div See and Ad Comm
9. Distribution Div See and Ad Comm
10. LRH Comm SH, Assistant Guardian SH,
LRH Comm UK, Assistant Guardian UK,
LRH Comm WW, Guardian
11. LRH
12. Public Board for all staffs to see.

These OIC Sheets are *not* returned. They are *not* added to each week by the recipient. Each week a new Xerox set is made for each distributive destination listed above.

The MASTER graph set is kept in a book, wholly loose leaf, and never distributed. Only it is marked on by the OIC Officer. Then the Masters are copied by Xerox and the sets made up and distributed.

World Wide Ad Council and the Guardian *also* get sets of every graph in the world from OIC WW.

It will be found that new expansion will occur when the above distribution system of copy sets is closely adhered to as the data becomes known to all staff.

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[See also HCO P/L 24 February 1968, same title, page 3S 1.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 AUGUST 1966

Rernimeo Applies to Exec Secs, Secs, Treasury Div and OIC

GRAPH CHANGE

ADCOUNCIL STATISTIC

OIC will graph bills owing as a total accumulation of statements and purchases. This makes a true picture of what is currently owed.

Cash in Hand will be from *reconciled* bank statements.

AD COUNCIL STATISTIC

A new graph will be added to the Ad Council's statistics that shows total debt of the org including all HP, mortgages, any bonds, notes or other indebtedness whether due or not, plus the bills owing.

This graph will have a second line showing a current estimation of the org's assets and property.

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(See also HCO P/L I MY 1972, Cash/Bills and Org Reserves, for expanded definitions of Cash Bills and data on Org Reserves.)

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Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 27 SEPTEMBER 1966

Gen Non
Rernimeo
01C Hats

OIC REPORT FORM

(Cancels HCO Pol Ltr 3 March 1966, Issue II,
and amends HCO Pol Ltr 6 Feb 1966)

In order to maintain uniformity of OIC reports and to simplify the compilation of WW and Continental statistics, all Day Orgs irrespective of Class will use the OIC Report Form as per HCO Policy Letter of 25 August 1966.

Foundations attached to a Day Org will use an amended version of this cable form which eliminates the need to report those statistics which are handled by the Day Org.

This version follows immediately after the last item of the Day Org (RUD No.) and takes this form:

FDN. Gross Income/Release Points/Letters In/Letters Out/Book Sales/Enrolments/Credit Collected/Completions/Qual Income/New Names/Amount Paid FSMs/Rudiment being worked on (always preceded by RUD)/Signatory.

OIC Continental cables to OIC WW take the following form:

HCO Despatch Number of Continental Org
RON
Arithmetical Date
Month abbreviated
Week ending abbreviated
Date of week ending in code (day/month/year)
Cable designation of Area Org
DAY
Text of statistics of Day Org
RUD No.
FDN.
Text of statistics of Foundation
RUD No.
Cable designation of Area Org
DAY
Text of statistics of Day Org
RTJD No.
FDN.
Text of statistics of Foundation
RUD No.
Signatory.
ETC., for all orgs in its Continental Area.

WW and Continental monetary statistics are combined and graphed using the currency of the Org to which they are attached. Continental Orgs however, when reporting to OIC WW, must report monetary statistics in the currency of the Area Org concerned, any conversion necessary being handled by OIC WW.

An Org operating on the 6 Dept System and whose Qual is as yet non-existent, must not omit reporting a figure for Qual Income in the OIC Cable, even though that figure may be consistently reported as zero. Any "No Reports" should be cabled as "NR". L. RON HUBBARD Founder

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 OCTOBER 1966

St Hill and WW only Gen Non-Remirneo

OIC GRAPHS

**Clearing and OT Course
Div IV Statistics, LRH Comm Statistic**

Clears and OTs are not counted in the Div IV graph as they give an improper view of some Gross Divisional statistics in that they mask Releases actually made, an important datum.

The Gross Divisional Tech statistic includes only completions and Releases made in Div IV. The HGC graph only includes Releases.

LRH COMM GRAPH

The graph of the LRH Comm and the Office of LRH Gross statistic shall cease to be a point system and will be drawn hereafter I for 1. All Releases, Clears and OTs made are included I for I in these graphs. (OIC, in initially implementing this policy, should revise and backdate these, figures at Just four weeks to plot a meaningful line.)

EXECUTIVE DIVISION COURSES

An additional packet of graphs each labelled Exec Div Courses shall be added to the SH graphs and included also in the WW graphs to which it actually belongs. They are as follows.

GRAPHS OF POST GRADUATE STUDENTS:

Graph 1 - is a dual graph consisting of a straight continuous line which shows the number of students on the Clearing Course and a dotted line which shows the number of students on the OT Course.

Graph 2 - a continuous line which shows the number of Clears made that week (Thursday 2:00 p.m. to Thursday 2:00 p.m.) and a dotted line (when it comes to apply) showing the number of OTs made.

POST GRADUATE INCOME GRAPHS:

Graph 3 - a line which shows the amount of money received by Saint Hill for Clearing Course enrolments.

Graph 4 - a line which shows the amount of money paid in by OT Course students for the OT Course.

Graph 5 - a line which shows the amount of money paid into Qual SH for reviews by reason of the Clearing Course.

CLEARING COURSE SUPERVISOR STATISTIC

The statistic of the Clearing Course Supervisor will remain the number of completions tallied as number of parts completed.

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Founder

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HCO POLICY LETTER OF 27 APRIL 1967
(Amendment to NCO Policy Letter of 30 Sept 1965,
"Statistics For Divisions")

Gen Non-Rernimeo
O.I.C.
Tech Sec
Qual Sec
Ad Council
Exec Council

TECH DIVISION STATISTIC

Number of Students completed in the week
Number of Preclears completed in the week.

The Tech Completions statistic remains, the only change being that it is now a dual statistic of number of student completions and number of preclear completions for the week. The definition of "completion" remains as defined in 30 Sept 1965 Policy Letter.

It was found by a recent Board of Investigation that a total Tech completions statistic looked good, but on a breakdown it was seen that this was entirely due to an affluence only in preclear completions while the total student completions statistic was actually in a state of collapse. This had been masked from Ad Council and Executive Council and not given its proper importance due to the condition having been concealed in the total completions statistic.

Both preclear and student completions statistics are equally important, reflecting different areas of the Tech Sec's responsibilities. Each is half the product of the org and must be seen as it is. Additionally, a collapsed student completions statistic, if unhandled, will eventually lead to a collapsed gross cash statistic regardless of any affluences in preclear completions.

So let's handle these two stats as they are and give preclear completions and student completions the individual importance of a dual gross divisional statistic for Tech.

This will mean a slight change in the O.I.C. cable.

Written by a Board of Investigation David Ziff
Joan Thomas J.J. Delance

Exec Council WW Mary Sue Hubbard The Guardian
WW for L. RON HUBBARD Founder

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HCO POLICY LETTER OF 6 JULY 1967

Limited Non-Remimec>
SH Staff
W Staff

ADVANCED COURSES SUPERVISORS' STATISTIC

In accordance with an order of the Founder that the Advanced Courses' statistic is Number of Hours Audited by Students, the following policies shall apply to the Advanced Courses.

Each ADVANCED COURSES Supervisor is now allotted his own Clearing or OT Course students whose auditing he/she supervises.

Students on the OT Course are divided equally between the OT Course Supervisor and Assistant Supervisor/s.

Students on the Clearing Course are divided equally between the Clearing Course Supervisor and Assistant Supervisor/s.

When new Assistant Supervisors are added, re-adjustment is to be made so that the new Supervisor has his own students.

The Statistic for each Supervisor and Assistant Supervisor shall be the "Number of Hours Audited" by his/her students.

The main Advanced Courses' overall Statistic, and therefore the Statistic of Chief Supervisor of Advanced Courses, is total number of hours audited by all students.

Executive Council WW: Fred Hare

Joan McNocher Mary Sue Hubbard The Guardian WW for
L. RON HUBBARD Founder

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HCO POLICY LETTER OF 8 SEPTEMBER 1967

Remirneo

DIV I DEPT 3

STATISTICS AND ORG BD COPIES

STATISTIC CHANGE

Hereafter every Gross Divisional Graph and every graph of the HCO Exec See and Org Exec See and LRH Comm and all other graphs that can reflect the performance of an individual WILL ALSO CARRY THE PERSONAL NAME OF THAT EXECUTIVE.

Where there is a change of executives in mid-graph sheet then a vertical line with the name of the old to the left of the point of change and the name of the new to the right must be entered.

This is to be on all stats in all orgs and all divisions.

In this way we can determine high and low stat personnel and see the effect of changes.

WW must have graphs of all orgs at least monthly as well as cable data. The names are not in the cable data which remains unchanged.

ORG BOARDS

WW is to send out a photostat of its own WW Division Org Board to all orgs at once and quarterly thereafter. This is so that each org can post the WW board copy as itself near its own org board.

WW must also send out blank form org boards each org can write its individual names into every quarter. These are returned to WW and posted as theraw-Ives.

Such org boards are made on the big WW photostat machine. It is quite capable of turning out a copy with a pure white background and pure black letters with no grey.

Such copies, if the stabilizer is given attention in the machine, remain pure white when exposed to light. Those that turn grey and yellow afterwards have been done with old or used up stabilizer and are incompetently done.

For forever permanent copies a big tray is filled with photographic hypo and the finished copy is soaked in it for 5 minutes and washed for 15 minutes. This is true of Ilford materials only.

The large duostat printer at SH was installed to just get this line in and has been neglected.

The line must be gotten in and kept in.

If the duostat is not feasible then have a large org board printed in blank form ready to insert names, one form for orgs, one for WW Division.

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Founder

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HCO POLICY LETTER OF 10 SEPTEMBER 1967

Remirneo

STATISTIC

GDS DIV SIX

The Gross Division Statistic of Div Six is a triple statistic:

- (a) Number new names CF.
- (b) Number attendances Sunday Service.
- (c) Number people interviewed by Registrar.

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HCO POLICY LETTER OF 4 OCTOBER 1967

BPI
Auditor
FSMs

AUDITOR AND ORG INDIVIDUAL STATS

The Individual Statistic of any Auditor is

HOW MANY OF HIS PCS HAVE THEREAFTER BEEN TRAINED IN AN ORGANIZATION.

The Individual Statistic of any organization (except SH) is

HOW MANY TRAINED AUDITORS EXIST IN ITS AREA.

The Individual Statistic of Saint Hill is

HOW MANY TRAINED AUDITORS ARE THERE IN THE WORLD.

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Founder

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HCO POLICY LETTER OF 19 FEBRUARY 1968

Remimeo

STATS DISSEM

An enrollment means simply putting a name on a roll. The stat of the Body Reg is special type enrollment. Stat is persons signed up fully paid and arrived for service.

Dir Reg stat is-number of people contacted by Registration Dept but not inclusive Div 6 stats.

Dissem Sec and GDS-total number of bodies in the shop plus Advance Reg.

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Founder

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HCO POLICY LETTER OF 25 MAY 1968

Remimeo

GDS - DISSEM DIVISION

The GDS of the Dissem Division is Gross Book Sales. This does not include meters or any other oddities. It is just
GROSS BOOK SALES

Any interpretation of this statistic on previous policy is hereby cancelled.

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Founder

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HCO POLICY LETTER OF 5 JUNE 1968

Remimeo
Dissem Sec Hat

STATS DISSEM

(Addition to HCO Policy Letter of 19 February 1968)

The GDS of the Dissem See is a dual stat-"Total number of bodies in the shop plus Advance Reg/Gross Book Sales".

GROSS BOOK SALES means the Total Sales of BOOKS. This statistic no longer includes meter or other bookstore sales, other than *book* sales.

The term Gross Book Sales does not mean gross bookstore sales-its original and correct definition is exactly what it says, "Gross Book Sales".

This statistic has been obscured as a GDS by meter and other bookstore sales being added in.

Book sales are our oldest index of future business.

L. RON HUBBARD
Founder

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NOT HCO POLICY LETTER
CORRECT COLOUR FLASH
BLUE ON BLUE

EXECUTIVE DIRECTIVE

SO ED 43 INT
And Aos

10 May 1970

**DISSEMINATION DIVISION
G.D.S.**

(Cancels ED IS I Int Dec. 16, 1969
"Clarification of Dissem Div Stats")

- I (a) *Bodies in the Shop*-Total number of PCs in the HGC, plus Total number of students in the Academy and HSDC,
plus Total number of PCs and students in cramming and Review.
- (b) *Advance Registration*-No. of services signed up and paid for (at least 10% of full price).
- (c) *Gross Book Sales*-as before on HCO Pol Ltr 25 May 1968.

MSH:PCS:dz.rd

Proposed by Lt. Phyll Stevens
CO UK/ANZO Base
for
Mary Sue Hubbard
Controller

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HCO POLICY LETTER OF 24 FEBRUARY 1968

Gen Non-Remimeo
SH only
Other Orgs for info
OIC SH Hats
Xerox SH Hat

HCO DIVISION I
OIC PUBLICATION AND DISTRIBUTION
(Replaces HCO Policy Letter of 7 June, 1966
of the same title)

There are thirteen copies (Xerox) to be made each week of the Saint Hill Gross Divisional Statistic Graphs.

Distribution of these sets is as follows, one complete set each, each week:

- I. LRH
2. Asst Guardian SH, Deputy Guardian WW,
The Guardian WW
3. Exec Council WW
4. Exec Council SH
5. HCO Area See and AdComm.
6. Dissem See and AdComm
7. Treasury See and AdComm
8. Technical See and AdComm
9. Qualifications See and AdComm
10. Public Planning See and AdComm
- II. Public Activities See and AdComm
12. Success See and AdComm
13. Notice board for all staff to see.

These OIC sheets are not returned; they are not added to each week by the recipient. Each week a new Xerox set is made for each distribution destination listed above.

The MASTER graph set is kept in a book, wholly loose leaf, and never distributed. Only it is marked by OIC. Then the masters are copied by Xerox and the sets made up and distributed.

Exec Council WW and the Guardian WW also get sets of every GDS graph in the world from OIC W

Two copies of each of the other graphs (individual posts) are made up. One complete set goes to Ethics. The other set is distributed to the appropriate Secretary in time for the Divisional AdComm on Friday. Also an extra copy is made of each graph of the Internes auditing in the HGC, and forwarded to the Tech See (the other copy goes to the Qual See) as these graphs are germane to both Divisions.

Tony Milledge	-	OIC SH Reports Officer SH
Ric Jones	-	Dir I & R SH
Bene Neal	-	HCO Area See SH
Val Wigney	-	Qual See SH
Monica Quirino	-	HCO Exec See SH
Herbie Parkhouse	-	Org Exec See SH
Blanka Annakin	-	Public Exec See SH
Ken Urquhart	-	LRH Comm SH
Tim Littler	-	HCO CLO EU
Eunice Ford	-	HCO Exec See WW
Tony Dunleavy	-	Public Exec See WW
Allan Ferguson	-	Org Exec See WW
Ken Delderfield	-	LRH Comm WW
Rene Maloney	-	Dep. Guardian Comm WW
Joan McNocher	-	Dep. Guardian WW

Mary Sue Hubbard
The Guardian WW
for
L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 25 JUNE 1968

PUBLIC DIVISIONS STATS

The Gross Divisional Statistics of the Public Divisions are allotted as follows -

Public Planning Division -

Number new names C/F

Public Activities Division -

Number of People interviewed by Registrar

Success Division -

Number Attendees Sunday Service

ED 1076 INT is hereby cancelled.

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Lt. Diana Hubbard
Public Aide
for
L. RON HUBBARD
Founder

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HOD POLICY LETTER OF 29 OCTOBER 1968

Remimeo

CLASS VIII C/S QUAL STAT

STAT FOR CLASS VIII C/S QUAL IS NUMBER NAMES IN CF.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 JANUARY 1969
Issue 11
(HCO Pol Ltr of 25th June 1968 Amended)

PUBLIC DIVISIONS GROSS DIVISIONAL STATISTICS

The Gross Divisional Statistics of the Public Divisions are allotted as follows:

Public Planning Division
Number New Names in C/F

Public Activities Division
Number of People interviewed by Registrar

Distribution Division
FSM Commissions Paid

Tom Morgan
Public Exec See WW
Jim Keely
Qual See WW
Vic Ueckermann
HCO Area See WW
Ad Council WW
Rodger Wright
LRH Comm WW
Jane Kember
The Guardian WW

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for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 MARCH 1969

Gen. Non-Rernimeo
All OIC Hats

Issue 11

O.I.C. REPORT FORM

(Amends OIC Report Form given in
HCO Pol Ltr 4 Jan 1968)

EFFECTIVE AS FROM WIE 15MAY 1969

The OIC report form is now extended to include recent changes in Gross Divisional statistics, and other data required by World Wide.

Thus the pattern is as follows:

HCO despatch number

RON

Arithmetical date

Month abbreviated

Week Ending abbreviated (W/E)

Date of week ending in code (day / month / year)

DAY

- I Gross Income for week
2. Number of Releases and Clears (as per HCO Pol Ltr I May 1966 for outer orgs and as per HCO Pol Ltr 12 Oct 1966 for SH only)
3. Tech Space available in square paces (as per HCO Pol Ltr 6 Nov 1966)
4. Admin Space available in square paces (as per HCO Pol Ltr 6 Nov 1966)
5. Total useful building Space in square paces (as per HCO Pol Ltr 6 Nov 1966)
6. Total useful ground Space in square paces (as per HCO Pol Ltr 6 Nov 1966)
7. All Org Bills Owed-Org's Gross Bills
8. Org's Gross Cash reconciled
9. Total Debt of the Org
10. Org Assets and Property
11. Letters In
12. Letters Out (Personal Communication to an individual)
13. Total Bulk Mail Out (Equals everything, including item 12)
14. Gross Book Sales (as per HCO Pol Ltr 5 June 1968)
15. Total Bodies in the Shop plus Advance Reg
16. Credit Collected
17. Bills Paid
18. Student Completions
19. PC Completions
20. QUAL : CASH collected by reason of the division for the week
21. Org Gross Income divided by No. on staff of org
22. Number New Names C/F
23. Number attendances at Sunday Service
24. No. of People interviewed by Registrar
25. Value of FSM Commissions Paid
26. No. of ARC Broken PCs found, contbcted and brought into the org
27. No. ARC Broken PCs handled and signed up for next service
28. Number of trained auditors in area (as per HCO Pol Ltr 4 Oct 1967. This figure to consist of day & foundation figures combined)
29. Total No. in C/F

30. No. of Students completing the Org Exec Course
31. No. misdeclares corrected
32. No. of Bookshops that sell Scientology Books in area
33. Amount of FSM Commissions received by the Org
34. Org Rudiment number

35. Signatory.

FOUNDATION OIC report form will be as follows:
 Foundation abbreviated (FDN)

1. Gross Income for week
2. Number of Releases & Clears
3. Letters In
4. Letters Out (Personal Communication to an individual)
5. Bulk Mail Out (Equals everything, including item 4)
6. Gross Book Sales (as per HCO Pol Ltr 5 June 1968)
7. Total Bodies in the Shop plus Advanced Reg
8. Credit Collected
9. Student Completions
10. PC Completions
11. QUAL : CASH collected by reason of the division for the week
12. Org Gross Income divided by No. on staff of org
13. Number of Now Names to C/F
14. No. People Interviewed by Registrar
15. Value of FSM Commissions paid
16. No. ARC Broken PCs found, contacted and brought into the org
17. Number of ARC Broken PCs handled and signed up for next service
18. No. Students completing the Org Exec Course
19. No. misdeclares corrected
20. Amount of FSM Commissions received by the Org
21. Org Rudiment number

22. Signatory.

Note: This Policy does not alter HCO Pol Ltr 27 Sept 1966, which outlines how the reports are to arrive at WORLD WIDE.

OIC WW is to report to OIC SH the weekly total figure for "how many trained Auditors exist in its area", so that the Saint Hill Individual Statistic may be compiled and graphed.

Marj Hill	OIC I/C WW
Bruce Glushakow	HCO Area Sec WW
Eddie Hoyseth	HCO Exec Sec WW
Allan Ferguson	Org Exec Sec WW
Jim Keely	Qual Sec WW
Tom Morgan	Public Exec Sec WW
	Ad Council WW
Rodger Wright	LRH Comm WW
Barbro Boman	Guardian Comm WW
Kevin Kember	Policy Review Section WW
Jane Kember	The Guardian WW
	for
	L. RON HUBBARD
	Founder '

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HUBBARD COMMUNICATIONS OFFICE
Saint HUI Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 MARCH 1969

Renfimeo
Tech & Qual
Hats
OIC Hats

**COMPLETIONS STATISTIC,
TRIPLE GRADES, *TECH* & *QUAL* DIVISIONS**

A completion is defined in HCO Pol Ltr 30th September, 1965 as certified or classed or graded. It is further defined in HCO Pol Ltr 17th October, 1966 Issue II as Grade Rehab, S & D, assist or Sec Check.

Since each question of a Triple Grade is considered as a type of process by itself which handles not a different Grade (process subject matter) but a different flow (aspect) of the subject being addressed, for statistic purposes each flow of a Triple Grade should be considered as one PC completion.

David Dunlop	Int Tech Officer WW
Jim Keely	Qual Sec WW
Bruce Glushakow	HCO Area Sec WW
	Ad Council WW
Rodger Wright	LRH Comm WW

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Jane Kember	Guardian WW
	for
	L. RON HUBBARD
	Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 APRIL 1969
Refers HCO PL 31 March 69

Remimeo

as it HCO Policy Letter 3 1 st March 1969, Completions Statistic is herewith cancelled,

- A) Changes the purpose of HCO Policy Letter 30 Sept 65 which states that a completion is a grade completed.
- B) Would give a possible 4 Bonuses to an Auditor per Auditing Grade.

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Proposed by
H.G. Parkhouse
2 D/G F WW
for
Jane Kember
The Guardian WW
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 SEPTEMBER 1969

Remimeo

(Amends HCO Policy Letter of 30 Sept 1965)
(Amends HCO Policy Letter of 31 Mar 1969, 11,
Item No. 19)

HGC STATISTIC

The statistic for the HGC and the Tech Division is changed from PC Completions to number of successful auditing hours delivered. This is in line with HCO Bulletin, 29 July 1969.

TECHDIVISION

The statistic is the number of successful auditing hours delivered.

Number of student completions.

DEPT OF PROCESSING

The statistic is the number of successful auditing hours delivered for the week.

This is the statistic of the D of P and the HGC Case Supervisor with the HGC Auditor having the same statistic on an individual basis.

"Successful auditing hours" are judged solely by the thoroughness and exactness of technical application and are the total of sessions for which the Case Supervisor gives the auditor a "well done".

R.C. Ash - Org Exec Sec UK
Allan Ferguson - Qual Sec WW
Rosalie Vosper - HCO Area Sec WW
Ad Council WW
Anne Tampion - HCO Exec Sec WW
Allan Ferguson - Org Exec Sec WW
Tom Morgan - Public Exec Sec WW
Rodger Wright - LRH Comm WW
Leif Windle - Policy Review Section WW
Jane Kember - The Guardian WW`
for
L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 5 FEBRUARY 1970

Remimeo

STATISTICS, MANAGEMENT BY

The most direct observation in an org (or a country) is statistics.

These tell of production. They measure what is done.

It cannot be said too often that management is best done by statistics.

Each division in an org has a GROSS DIVISIONAL STATISTIC. This is calculated to reflect the production of that division by all its divisional members.

An EXECUTIVE COUNCIL has all these GDSs available to it every week. This is done by the OIC system (Organization Information Centre). The stats are collected by each division and compiled by Dept 3 Div I Inspection and Reports into graphs. No matter how small an org, it has to have an OIC.

The EC as A Council runs the org by observation of the GDSs.

Conditions are assigned each Division by the EC each week according to these GDS stats.

The name of the secretary of the division is noted on the graph. EC names are also on their own graphs.

These graphs, the OIC, should be POSTED WHERE STAFF CAN SEE THEM, not hidden in some room or in only an Exec Sec's office. They tell the rest of the org what the division is doing.

There is a lot to stat interpretation. It is covered in the Org Exec Course.

The Gross Income stat is not the most important in the org. It is modified by the expense of the org. An apparent high income can be wiped out by ignorant or unreal financial planning, which makes the org cost more than it makes.

If all other stats are up, the Gross Income will go up.

Individual staff members, secretaries and executive secretaries are commended, promoted, demoted or Comm Eved on the basis of their stats. A person with high stats has Ethics protection. A person with low stats not only has no Ethics protection but tends to be hounded.

Orgs are not well run by the old school tie, what professor one knew in the Ivy League University or who is shackled up with whom. Orgs run by other considerations than stats hurt the individual staff members. Orgs are well run when they are run by fairly and realistically designed stats for every staff member, division and the org.

Reasonableness is the great enemy in running an org. "Well, of course, the PES's stat is down because there's been a rail strike . . ." Nonsense.

The PES's stat is down because of low production in the Public Divisions and that's the whole and only reason.

Rumour can kill orgs and staff members. Whopping generalities like "People are ARC broken with Scientology" is just a Suppressive Person at work. Suppressives HATE anything that helps people. Listening to rumourg instead of looking at stats or instead of just producing what one is supposed to produce in an org is playing straight into the hands of the bad hats.

Stats are a safe way to operate.

By raising individual stats we expand.

By expanding we gain strength and influence.

It may be a long road but it is a safe one.
Run only by statistics.

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 17 JUNE 1970
Issue II

Remimeo All Orgs Scn and SO

URGENT

**OIC CHANGE
CABLE CHANGE**

(Effective for the week beginning 24 July 1970 and ending for
first report 30 July 1970 and continuing thereafter.)
(Cancels HCO PL 29 Mar 70, Tech and Qual Stats.)
(Amends HCO PL Sept 30, 65, Statistics for Divisions.)

Tech and Qual Stats are revised as follows:

TECHNICAL DIVISION

Tech Sec and GDS:

- I Total number of well done auditing hours in HGC.
2. Total points of all students in the Dept of Training for the week past based on the Flag Authorized point system.

Dir of Tech Services:

- I. Total of new students and pcs scheduled and to whom service was being delivered in the past week, a newly purchased intensive or course if scheduled and being serviced, counting as one, a 5 hour intensive counting however only as 1/6th of a person.

Director of Training:

Combined points of all students on courses based on Flag Authorized point system.

Supervisors:

Combined points of all students on their particular courses.

Director of Processing:

Total number of auditing hours less 5 for each pc backlogged more than 3 days.

Auditors:

Total hours audited for each auditor + I point for every very well done session.

Tech CIS:

Total number of TA Divisions for the week less 25 points for every pc not making his grade at Examiner.

QUALIFICATIONS DIVISION

Qual Sec and GDS:

1. The amount of money paid for student training into the org for a certificate course. (All solo excepted.)
2. The number of creditable success stories turned in less 2 points for every no-story and less 2 more points for every ethics action taken on a student, pc or staff member.

Dir Exams:

1. 1 point for every non FIN Examiner Report. (It being understood that an Examining Report is done after every session.)
2. 10 points for every uncertain or flunked student. (It being understood that students are given meter checks by Examiner and spot Exams for every theory or practical completion.)

Note: Each of the 2 Examiner stats loses 100 points for each proven instance of evaluation, invalidation of students or pcs by *expression or statement by the Examiner, instances of penalty to be decided by Qual Sec, Div 6 Sec and a third member agreed upon by the two.

DirReview:

1. Errors discovered and corrected in pcs' folders, 1 point for each plus 10 points for each student completed with VGIs.
2. Number of falsely signed off items on Div IV checksheets corrected in Cramming.

Cramming Officer:

See No. 2 Dir Review.

Staff Training Officer:

1. GI divided by the number of people.
2. Course completions by staff members.

Qual Consultant:

1. Number of staff, students and pes spotted in the org during week with BIs.
2. Number of BIs routed or handled.

No Qual CIS Stat as there now isn't one.

Review Auditor:

1. Errors discovered and corrected in pcs' folders, 1 point for each.
2. 10 points for each pc completed with VGIs.

DirC&A:

1. Number of classifications rejected by reason of inadequate case gain or false representations.
2. Number of awards refused by reason of inadequate hours or abilities for the level not attained.

It will be noted that these statistics reflect the original design of Tech and Qual and do not favor "Quickie Grades" for pcs, inabilities in auditors, unpaid staffs or an ARC Broken field.

Accuracy in compiling these stats, posting them weekly where they can be seen and managing on the basis of these is a survival factor in an org.

L. RON HUBBARD
Founder

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37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 23 JANUARY 1959

HCO Personnel only

ETHICS

One item which falls under the heading of ethics and which is HCO's job to handle is the case of field auditors misusing and violating technology (codes, etc.) to a point where:

- (a) their preclears and groups obtain no result
- (b) their preclears and groups actually decline
- (c) their handling of Scientology leads to a poor or false impression on the public.

In such an instance it is up to HCO to take action on the following lines:

- (a) Investigate incident by finding out from this person's pc or group what effect is being caused on them.
- (b) Call auditor in-check his training record-find out what he is doing-warn him to re-train and get squared around technically-and warn him his certificate will be cancelled if he does not comply.
- (c) Check to see if he has complied (enrolled in a course, etc.)-if not cancel certificate.
- (d) Rehabilitate Auditor.

Lack of complaint by "victims" of such persons does not affect our attitude on an ethics case.

HCO takes action whenever an ethics case comes to its attention-and it is continually on guard to protect the ethics of Scientology.

L. RON HUBBARD

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HCO POLICY LETTER OF 20 NOVEMBER 1959
Amended and reissued 10 March 1960

CenOCon

VALIDATION OF FRANCHISES

It is important that Scientology magazines run occasional notices as follows:

"Your best guarantee of ethical and expert auditing is a prominently displayed HCO Franchise. Your Central Organization cannot guarantee the ethics of all auditors but those who hold HCO Franchises are known to be ethical. In case of doubt about your auditor's record write to your Association Secretary (etc). He can inform you of the standing of any practising Scientologist. You can also write to your HCO Secretary concerning any matter of ethics, technology and awards.

"Medical Doctors and Psychiatrists are not qualified by their state licences to practise Dianetics or Scientology unless certified as well as auditors."

If any query arrives concerning any auditor only one of two responses is permitted:

"Referring to your query concerning (an auditor or Scientologist) we are pleased to inform you that we know of no reason why he (or she) should not receive your full confidence.

"If you know any reason to the contrary please inform us.

"Ethics forbids further discussion of the reasons.

"Any further information you can give us concerning the activities of this person would be gratefully received.

"Scientology is too powerful to be permitted to be used professionally by unscrupulous persons."

Or, if the person asked about is in our bad books, write only:

"Concerning your query about (an auditor or Scientologist) we regret to inform you that we cannot recommend this person.

"Where certificates have been revoked we have not always recovered the actual document.

"Should the person in question report for auditing and be cleared by the Central Organization, a public notice will be posted to that effect.

"Yours for a clean Earth, etc."

To answer other than the above is to seem to fully recommend an auditor or, in the second case, further data could lay grounds for libel.

This is basically an effort to clean up the field, which is already pretty clean, and to secondarily force persons to be well trained and to have HCO Franchises.

Do not recommend any auditor in any way who has not been trained within three years or alternatively has not served well on a Central Organization staff in lieu of other training.

Note: If a straightforward request arises where the originator has no reason to suspect anything wrong with the auditor and it is merely an enquiry you may only quote as far as the asterisk

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Valerie E. Obin
HCO Area Secretary
for
L. RON HUBBARD

fNote: 20 Nov 1959 issue by LRH was amended by HCO Area See to include asterisk in text and note in last paragraph.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO Offices **HCO POLICY LETTER OF 7 DECEMBER 1959**
HCO Sees
Franchise Hldrs **SCIENTOLOGY CLEANUP**

Every time one tries to clean up criminals or Communists out of Scientology and thereby gain some internal sanity and self-respect, there are blowups in unexpected places.

Technically, persons with undeclared crimes are unauditable as they will not go into two-way communication with their auditor and therefore all failed cases come under the heading of persons with undeclared overts they are afraid to tell especially a Scientologist. Thus we are left with failed cases. Thus the recent order that all cases to be audited must have a tone arm sitting at the clear reading for that person. The needle is talked down or audited down on overts and withholds on third dynamic matters which usually include second dynamic irregularities. This means first that we are going to solve all these cases. It means secondly that we must have nothing but completely honest auditors who can follow a code and never use blackmail or spread pe secrets. So a cleanup was in order the moment this technology was discovered.

In Australia I found the most failed case to be one Douglas Moon. Moon was then sacked out of HASI Melbourne and on my persuasion signed a complete confession to numerous crimes. He was ordered to clearing and to settle these matters with the police which he is doing quite commendably. BUT for five years this person has had HASI Melbourne in a stew and the moment he was removed we had double the PE Fndn people and a happy staff.

This backfired in a peculiar way. Moon's best friend at one time was fain Thompson. As soon as Moon was sacked lain went to work on Saint Hill and with the gratuitous assistance of his wife, of Norma Webb and Dinah Day and Peter Stumbke wrecked every line to hand and tried *to strip the place of staff. Poor Mary Sue, trying desperately to hold the place together while I was in Australia was accused of sacking everybody which she did not. She was violently treated as well as the children. Of course this is a scandalous state of affairs and of course should be hidden secretly, eh? But I have the situation under control even though the day I returned from Down Under I found no staff.

The usual self-protective Commie mechanism was afloat to the effect that I was out to destroy everything by believing people were against me-which is proved the instant I fife somebody who has been strangling the baby. That I fire them proves the story, of course. This was afloat in California in 1950 and is an old wheeze. The truth is that personnel was in the hands of a former party member who unknownst to us recruited four Commies into a 22 person staff. The rest of the staff is still here. The persons with Commie connections ran the moment I appeared and are not here.

POLICY: WHEN A PERSON HAS BEEN DISMISSED OR HAS RUN BECAUSE COMMUNIST OR CRIMINAL CONNECTIONS HAVE BEEN DISCOVERED WITHOUT HIS VOLUNTEERING THEM, HIS CERTIFICATES AND COMM LINES ARE CANCELLED AND WILL NOT BE RESTORED UNTIL THIS PERSON'S OVERT ACTS AND WITHHOLDS ON SCIENTOLOGY AND CONNECTED PERSONS AND ORGS HAVE BEEN WRITTEN DOWN IN FULL AND THE PERSON CLEARED FULLY ON AN E-METER BY AN HCO PERSONNEL. THIS ALSO APPLIES TO DUPES OF SUCH PERSONS. ONLY THEN WILL CERTIFICATES BE CONSIDERED AND COMM LINES RESTORED.

It's a bitter fact sometimes that Scientologists are so reasonable about these pushes. It leaves me manning the ramparts in a lonely fashion. But as you notice I can usually rehabilitate the situation and the persons and keep a constructive programme going. But how about helping me out on these things? Let's get the persons whose cases don't move cleared of overts and withholds and have an honest teammate where we had a secret destroyer. We have the technology along with the emergency this time. So let's finish off the future emergency by cleaning up Scientology now.

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, **Sussex**

HCO BULLETIN OF 31 DECEMBER AD9

Fran Hldrs
HCO Secs
Assn Secs
HASI Dept Heads

BLOW-OFFS

Scientology Technology recently has been extended to include the factual explanation of departures, sudden and relatively unexplained, from sessions, posts, jobs, locations and areas.

This is one of the things man thought he knew all about and therefore never bothered to investigate, yet, this amongst all other things gave him the most trouble. Man had it all explained to his own satisfaction and yet his explanation did not cut down the amount of trouble which came from the feeling of 'having to leave'.

For instance man has been frantic about the high divorce rate, about the high job turn-over in plants, about labour unrest and many other items all stemming from the same source-sudden departures or gradual departures.

We have the view of a person who has a good job, who probably won't get a better one, suddenly deciding to leave and going. We have the view of a wife with a perfectly good husband and family up and leaving it all. We see a husband with a pretty and attractive wife breaking up the affinity and departing.

In Scientology we have the phenomenon of preclears in session or students on courses deciding to leave and never coming back. And that gives us more trouble than most other things all combined.

Man explained this to himself by saying that things were done to him which he would not tolerate and therefore he had to leave. But if this were the explanation all man would have to do would be to make working conditions, marital relationships, jobs, courses and sessions all very excellent and the problem would be solved. But on the Contrary, a close examination of working conditions and marital relationships demonstrates that improvement of conditions often worsens the amount of blow-off, as one could call tl-ds phenomenon. Probably the finest working conditions in the world were achieved by Mer. Hershey of Chocolate Bar fame for his plant workers. Yet they revolted and even shot at him. This in its turn led to an industrial philosophy that the worse workers were treated the more willing they were to stay which in itself is as untrue as the better they are treated the faster they blow-off.

One can treat people so well that they grow ashamed of themselves, knowing they don't deserve it, that a blow-off is precipitated, and certainly one can treat people so badly that they have no choice but to leave, but these are extreme conditions and in between these we have the majority of departures: the auditor is doing his best for the preclear and yet the preclear gets meaner and meaner and blows the session. The wife is doing her best to make a marriage and the husband wanders off on the trail of a tart. The manager is trying to keep things going and the worker leaves. These, the unexplained, disrupt organizations and lives and it's time we understood them.

People leave because of their own overts and withholds. That is the factual fact and the hardbound rule. A man with a clean heart can't be hurt. The man or woman who must must must become a victim and depart is departing because of his or her own overts and withholds. It doesn't matter whether the person is departing from a town or a job or a session. The cause is the same.

Almost anyone, no matter his position, can remedy a situation no matter what's wrong if he or she really wants to. When the person no longer wants to remedy it his own overt acts and withholds against the others involved in the situation have lowered his own ability to be responsible for it. Therefore he or she does not remedy the situation. Departure is the only answer. To justify the departure the person blowing-off dreams up things done to him, in an effort to minimize the overt by degrading those it was done to. The mechanics involved are quite simple.

It is amazing what trivial overts will cause a person to blow. I caught a staff member one time just before he blew and traced down the original overt act against the Organization to his failure to defend the organization when a criminal was speaking viciously about it. This failure to defend accumulated to itself more and more overts

and withholds such as failing to relay messages, failure to complete an assignment until it finally utterly degraded the person into stealing something of no value. This theft caused the person to believe he had better leave.

It is a rather noble commentary on man that *when a person finds himself* as he believes, *incapable of restraining himself from injuring a benefactor he will defend the benefactor by leaving*. This is the real source of the blow-off. If we were to better a person's working conditions in this light we would see that we have simply magnified his overt acts and made it a certain fact that he would leave. If we punish we can bring the value of the benefactor down a bit and thus lessen the value of the overt. But improvement and punishment are neither one answers. The answer lies in Scientology and processing the person up to a high enough responsibility to take a job or a position and carry it out without all this weird hokus-Pokus of 'I've got to say you are doing things to me so I can leave and protect you from all the bad things I am doing to you'. That's the way it is and it doesn't make sense not to do something about it now that we know.

A recent Secretarial Executive Director to all Central Organizations states that before a person may draw his last pay cheque from an Organization he is leaving of his own volition he must write down all his overts and withholds against the Organization and its related personnel and have these checked out by the HCO Secretary on an E-Meter.

To do less than this is cruelty itself. The person is blowing himself off with his own overts and withholds. If these are not removed then anything the Organization or its people does to him goes in like a javelin and leaves him with a dark area in his life and a rotten taste in his mouth. Further he goes around spouting lies about the Organization and its related personnel and every lie he utters makes him just that much sicker. By permitting a blow-off without clearing it we are degrading people, for I assure you, and with some sorrow, people have not often recovered from overts against Scientology, its Organizations and related persons. They don't recover because they know in their hearts even while they lie that they are wronging people who have done and are doing enormous amounts of good in the world and who definitely do not deserve libel and slander. Literally, it kills them and if you don't believe it I can show you the long death list.

The only evil thing we are doing is to be good, if that makes sense to you. For by being good, things done to us out of carelessness or viciousness are all out of proportion to the evil done to others. This often applies to people who are not Scientologists. Just this year I had an electrician who robbed HCO of money with false bills and bad workmanship. One day he woke up to the fact that the Organization he was robbing was helping people everywhere far beyond his ability to ever help anyone. Within a few weeks he contracted TB and is now dying in a London Hospital. Nobody took off the overts and withholds when he left. And it's actually killing him-a fact which is no fancy on my part, There is something a little terrifying in this sometimes. I once told a bill collector what and who we were and that he had wronged a good person and a half hour later he threw a hundred grains of veronal down his throat and was lugged off to hospital, a suicide.

This campaign is aimed straightly at cases and getting people cleared. It is aimed at preserving staffs and the lives of persons who believe they have failed us.

Uneasy lies the head that has a bad conscience, Clean it up and run responsibility on it and you have another better person, and if anybody feels like leaving just examine the record and sit down and list everything done to and withheld from me and the Organization and send it along. We'll save a lot of people that way.

And on our parts we'll go along being as good a manager, as good an Organization and as good a field as we can be and we'll get rid of all our overts and withholds too.

Think it will make an interesting new view?

Well, Scientology specializes in those.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 23 MAY 1960
Re-issued from Sthil

CenOCon HCO Secs Assoc Sea

CANCELLATION OF CERTIFICATES

The certificates and Memberships of persons who flagrantly support further persons whose unethical conduct has imperiled the good name and existence of Scientology in any area of the world may be cancelled.

It is not a popular nor an understood fact that Scientology has opposition. When the certificates of a person are cancelled, they can be restored after the person receives 500 hours of auditing at an HGC. But persons who failed to help this discipline are themselves suspect. Instead of insisting to the person that he or she take the auditing or giving the person auditing, it has happened that campaigns against "injustice" are begun.

When HCO cancels certificates, it has very good reason for it. The continued possession of a certificate in that person's hands could injure many.

Further, it has happened that when people support an offender after the fact of cancellation, experience has shown they were usually part of the offending clique.

A certificate must rest only in clean hands. Scientology has too much power for us to run the risk.

Therefore anyone who holds a certificate who helps a person whose certificates have been cancelled can have the same penalty.

There are not at this writing many cancelled certificates in the world. But where we are trying to force some unethical practitioner to straighten up after air our pleadings failed, there are a few associated people who are preventing, by their encouragement of the de-certified person, a clean up of that person in an H.G.C. Such persons should lose their certificates at once as being incapable of accepting a clean field.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE

3 7 Fitzroy Street, London W. 1

HCO BULLETIN OF 27 MAY 1960

Issue 11

BPI
MA (not a lead
article
but a 2nd place)

Re-issued from Sthil

Dear Scientistologist:

For a long ten years I have had to wear many hats. Amongst them is an Ethics hat by which I have had to protect, often with small support, the good name and standards of conduct of Dianetics and Scientology.

To say the least the hat and necessary actions of counter-attack and defense have been distasteful to me. And in this regard, I humbly ask your help.

We have the answers today as to the why of "squirrels". We know the reason for their overts against Dianetics and Scientology. Technically, with overt-withhold and the phenomena of help we not only understand them but can straighten out their insecurity and hates to their own benefit.

Could you help me in this? It must be evident by now after ten long years that if there were any twist or untruth, betrayal or insincerity intended by me or organisational people, we long since would have passed away. The rumours that are put out by unbalanced people achieve only harder work for me and for good people everywhere.

In ten consistent years you should have proof enough that I'll stay at my post and do my job and overcome barriers, technical or administrative, organisational and field, somehow.

I dislike punishments and quarrels and entheta as much as any of you. Sometimes I haven't handled these things well, but I have tried to do my job as best I could here on a muddy earth.

Today nothing can destroy us or our works. I have no fear for our future and I know what we can do. Available to your hands is the technology necessary to handle rumour mongers, unethical persons and enturbulators. You can help me by handling them and getting them to good auditors, preferably an HGC, and preventing them from upsetting others and our task. Winning is so easy now, success is in our very grasp.

What failure do you think I feel when I am asked to cancel a certificate? With all the wealth of truth before him, someone avails himself or herself of no part of it and with a glass of water held in hand, dies of thirst.

Yet some of this burden lies with you. When an auditor forgets his personal auditing, and audits without being clear, why does the field permit him to crack up? Why haven't his friends and associates thought enough of him to force him to get processing from a reliable source? Why do they wait for him, overworked already, to emerge from the tangle of some emotional crisis utterly unstrung and hating everything, before they offer processine.

Clearing the executives, the auditors, the people of Scientology is your job now. When you hear somebody "going bad", running away and raving against us all, don't harbor him and sympathize-you'll kill him. Make him go to the nearest HGC or an auditor with altitude over him and get his overts off and his ability to help increased.

There are thousands of auditors across the world. Few of them are clear. Once or twice a year amongst **all** these one of them turns upon us. Rumours fly. People wonder. Eyebrows raise. Why? In a few years they'll be clear. We've just begun the

project. Right now they are not. Instead of standing around blinking, wondering even believing such wild tales, why aren't you being effective? The person doing bad and untrue things needs assistance. The least you can do is drive or force him to an HGC where supervised auditing (and not patty-cake) will straighten the person out and make life bright again.

My lines are heavy. My days are long. To these should we also add my Ethics hat?

A breakthrough has happened here in 1960 's spring bigger even than O/W. We're clearing people fast in HGCs. It just began to happen. But it isn't happening to auditors in the field yet and it won't for quite some while. Meanwhile must I go on and act to minimize the damage being done by people not only not yet clear but heavily caved-in?

You could help me by pressing these people in toward auditing, by understanding the why of their rumours and hates and getting them processed. And you can help by insisting that "names" in Scientology get processed regularly by competent auditors in an HGC (not by some "friend" who'll patty-cake) until they're really cleared. I myself have had scores of hours of processing since last fall. If I could be clearer than I am, what's that make the case of other Scientologists?

You could lighten my lines, and my heart, if you'd share this burden even a little bit. Hold the field together until they are all clear.

Now, certain you will help in this and let me get on to wider work, I wish to celebrate the occasion of HGCs, using new technology, beginning to make clears again, by announcing the complete and unqualified restoration of all certificates and awards ever cancelled since 1950. They're all in force again. Let's get on with our job.

LRH:js.gh.cden

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 MARCH 1962

CenOCon

STAFF REGULATION

RELATIONS WITH PCS AND STUDENTS

No staff member or part time staff member shall have sexual relations or any kind of sexual -relationship with any student or preclear who is not their legal spouse, while that person is enrolled in the Academy as a student, or in the HGC as a preclear; nor while a student who has been released from the Academy is waiting to take his or her HCO Board of Review test or examination; nor while a completed preclear is waiting to return home.

Penalty for infraction of this policy: Dismissal, with full penalty of failure to complete staff contract.

A notice to this effect should be posted permanently and prominently on both student and staff bulletin boards.

LRH:ph.rd

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(See also HCO P/L 11 August 1967, Second Dynamic Rules, page 463.)

L. RON HUBBARD

HUBBARD COMMUNICATIONS
Saint Hill Manor, East Grinstead

HCO POLICY LETTER OF 6 MA

Gen Non-Remimeo
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HCO (DIVISION 1)
JUSTICE

AMNESTY POLICY

AMNESTY: A general pardon for past offenses; the granting of such a pardon; a forgetting or intentional overlooking; the rendering of punishment null and void for offenses earlier than the amnesty date, known or unknown; forgiveness of past criminal or anti-social actions. The removal of criminal names from police wanted files.

An Amnesty is general in nature and when issued includes everyone.

An Amnesty is issued under L. Ron Hubbard, founder, or chairman of the International Board, to signalize an event of extreme importance in Scientology.

Its secondary purpose is to end personal upsets and liabilities by reason of withholds and make it possible for them to be audited easily by auditors.

A tertiary purpose is to prevent the build up of personal rancour against Scientology, orgs and individuals as persons so disposed are always critical or vicious because of their own overt actions and consequent withholds, or simply because they fear what we can discover about them. It ends the cycle for such people.

It is plainly meant by an amnesty, that acts of a criminal or punishable nature are forgiven and placed beyond our retaliation or punishment.

An amnesty specifically does not mean monetary or other obligations or acts of what are called a "civil" nature.

Criminal acts result in punishment.

Merely civil matters can result only in civil suits.

Amnesty is clearly intended to cover only anti-social or anti-Scientology acts and is clearly not intended to cover debts, contracts or such agreements or obligations.

Suspended certificates or Classifications are restored by an amnesty.

All Committee of Evidence sentences except financial and certificate cancellation are removed completely by an amnesty.

Cancellation of certificates, classifications and awards cannot be cancelled by an amnesty and so an amnesty does not restore them.

Certificate and award cancellations occur only when the person has departed Scientology. This occurs because of lack of case gain. Case gain cannot occur in a person who commits continuously acts hostile to his fellow man. All chronic no-gain cases which do not advance in the face of any auditing are traceable to recurring hostile actions the person undertakes secretly against his fellows, not in the past, but in the present during the time period of the auditing. So an amnesty is useless in cancellation matters. Such persons would have to first cease their continuous anti-social conduct and again be trained or processed.

Offenses occurring after midnight of the release date of an amnesty are not covered by the amnesty.

The frequency of amnesties is determined solely by the frequency of new triumphs of significant general importance to Scientology. Help them happen.

L. RON HUBBARD LRH:jw.cden Copyright (D 19 65

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[See also HCO P/L 7 April 1965, Issue III, *Amnesty -Cancelled Certs-justice Comments*, page 387. j

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 MARCH 1965
Issue 11

Remimeo

HCO (DIVISION 1)
JUSTICE
STAFF HAT

RIGHTS OF A STAFF MEMBER, STUDENTS AND PRECLEARS TO JUSTICE

1. HCO is the Justice agency of Scientology and Scientologists in addition to other functions.
2. All matters of internal Justice in orgs, Committees of Evidence and complaints are taken to the HCO personnel so indicated on the Org Board.
3. All Scientologists and staff members in accepting posts or membership agree to abide by the HCO Codes. These include the Justice Codes.
4. HCO Justice applies to all Scientology and Scientologists.
5. When we say Legal matters we mean outside law and law agencies such as attorneys, civil courts, suits, contracts and corporation and copyright matters. This comes under Division 3.
6. When we say JUSTICE we mean HCO, Division 1, Internal activities such as Committees of Evidence, internal enforcement and discipline. Scientology Justice safeguards the rights of Scientologists, prevents injustice, prevents punishment by whim, and brings order. Before the Justice Codes, discipline was inequitable and often unjust. The HCO Justice Codes bettered this by making offenses and penalties known and milder. HCO Justice prevents wrongful disgrace, demotion, transfer or dismissal and protects the staff member's reputation and job from being falsely threatened.
7. In a Condition of Emergency assigned to a Department or org, staff members may be subjected to demotion, transfer or dismissal as the Assignment of the Condition of Emergency suspends the Justice Codes. There is no recourse, then. In addition, offenses may still be made the subject of Committees of Evidence. The thing to do is not get into such a state. Lessened traffic and other matters all found on the OIC charts of each week are the sole evidence used to assign a Condition of Emergency. A Condition of Emergency cannot be assigned unless these graphs show a declining condition.
8. When the org or department is not in a Condition of Emergency, the protective Justice Codes are in full force.
9. A staff member who believes he has been falsely wronged (unless a Condition of Emergency exists in his department or org) may request a Committee of Evidence of HCO with himself as an Interested Party and this must be granted him. He must however agree to abide by its findings. It can restore any lost pay in cases of injustice but not damages. No senior executive in the org may be named as an Interested Party in matters of recourse requested by a junior but below the level of Executive Councilman may be called as witnesses. An Executive Councilman cannot be called before any Committee of Evidence by anyone in his or her org including other Councilmen of that org. Only a senior org may call Executive Councilmen of a junior org before a Committee of Evidence and then only for a crime or high crime and then only in the premises of the senior org. Do not then seek to name Executive Councilmen as interested parties in any Committee of Evidence and do not seek to name any member of any senior org in any Committee of Evidence requested by anyone in an org junior to it.

10. If a staff member wishes to sue a fellow staff member or right a wrong he or she may request a Civil Committee of Evidence of HCO. HCO usually [appoints] one senior staff member on which the two contenders can agree. The senior staff member holds a session or sessions and both contenders must abide by his findings and award of any money or damages or return of property. There is no further appeal. A Civil Committee of Evidence follows the same procedure and has the same rights as any other Committee of Evidence. A Civil Committee of Evidence may not be called by contending co-auditors. These must seek out the D of P and abide by the D of P's advice.

11. Students or pes may not request Committees of Evidence for causes occurring during a course or an intensive but may appeal in writing to the Division 2 Service Executive. They must report matters covered under the Justice Code, however, to HCO.

There are no student rules and regulations except the Justice Codes. All others are abolished. The penalties that can be awarded are for an error, an instructor reprimand, for a misdemeanor, a pink sheet which must be completed before classification is given, for a crime, one to three weeks at the student's expense in the HGC. A Committee of Evidence can also be convened on a student or preclear for offenses as covered in the Justice Codes.

12. In times of stress, commotion, riot or threats to person, an HCO personnel may instantly deputize any other Scientologist merely by saying loudly, "HCO. Bring Order," making it known in any way that the Scientologist or Scientologists present should intervene or act. Any Scientologist whose help is thus commanded at once becomes deputized by Division I by the fact of required assistance and may not be charged before a Committee of Evidence for any act committed in rendering assistance to HCO during the period of stress and must be protected by the organization from any civil authority and the organization must pay any fines or expenses incurred or reasonable costs for damage to dress or hospital aid. When the incident is over, the HCO personnel must say, "HCO thanks you for bringing order," thus ending the deputization.

An HCO Personnel requiring an eviction of a person or persons from a premises or meeting or area need only point to the person or persons and say, "HCO. Order!" Any staff member or Scientologist present is instantly deputized as above and must act promptly to carry out the eviction or be liable under Justice Codes when failing to do so. This can be used in any circumstances, no matter how mild the offender even down to slovenly or unauthorized persons on the premises or in any office. When the person or persons are removed, the HCO personnel removes the deputization by saying, "HCO thanks you for order." These orders apply even when the person causing a disturbance is an officer, director or councilman of another division and none may be disciplined for complying but may be liable under Justice Codes for not doing so.

13. When personnel of other divisions foresee stress or danger, while they themselves have ample authority in their own divisions to handle their own personnel, where Scientologists in general are involved, they may not take Justice in their own hands as it is a Division I HCO hat and Divisions must not cross in functions. Where mixed divisions or not staff persons are concerned they should be careful to have an HCO personnel present or available, a wise precaution in event of the possibility of charges or Committees of Evidence resulting, in which case an HCO personnel as a witness would bear weight.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 APRIL 1965

Gen Non-Rernimeo

ADMINISTRATION OUTSIDE SCIENTOLOGY

You will find, oddly and weirdly enough, that if you fail to use Scientology admin and Dev-T policies *on the society* outside Scientology that trouble will occur.

If you just make it a blind rule to always do so, you will avert much trouble and upset.

Where somebody writes you (say a business firm) an off-line or off-policy (off their policy too) or off-origin despatch and you don't point it out and send it back to source and say why, endless Dev-T will occur! We have had an actual case of it in the US Government which sent us a letter off *their policy*. We did not handle it as Dev-T and so far it has cost a couple thousand dollars just because we didn't!

Now take the case of the Mar 1, 1965 Amnesty. It was released so that the new Justice Codes could be issued and because we needed a cleared track for new org patterns such as certification changes and classification shifts.

Well, it was a piece of Scientology Admin. So to hell with whether they think it stupid or wise, just use *any* Scientology Admin or Policy Letter excerpt to slam people's hats on in governments or anywhere.

Example: The FDA of Washington DC is really trying to get off the hook on its attack. It may eventually commit further overts unless given an Amnesty. So the HCO Continental Secretary US should mail a copy of the Policy Letter to the head of the FDA and each high official of that area including the Secretary of Health, Education and Welfare of the US *and* the president, with a note on HCO stationery stating, "This Amnesty was issued primarily for Scientologists so we could issue new Justice Codes in our organizations but it happens to include you also. Scientologists therefore may not attack you for your former actions, and also if you do not continue to attack us we cannot even sue you. While you may consider it high handed of us to issue a General Amnesty, remember we have a rather enormous population to look after across the world and we probably do a much better job of it than you do since we know our business." Who knows (or who cares) the result of this. We have at least done our job.

Example: Parliament in Victoria is really covered by the Amnesty and each should be mailed an exact copy even Galbatty and the R.C. church officials, the head of the state government and even Holy Joe Anderson who headed the "Enquiry". A note should accompany it "While this Amnesty was issued primarily for Scientologists so that we could then issue new Justice Codes for our organizations, it happens that you are also covered by it. Thus it excuses your erroneous attack on Scientology during the last year and the effort to break our organizations by the cost of it. Thus here is your copy of the General Amnesty of I March 1965. I think you would be wise to accept it."

Then we are quite in order sometime in the future, to respond to any further nonsense from these humanoids if we have to label them suppressive.

It would obviously be quite out of order in view of the newness of our codes to slap them for acts which we ourselves have issued an Amnesty on.

If the Internal Revenue Service (off-policy in refusing the FCDC non-profit status though it qualifies) continues to act up or if the FDA does sue we can of course Comm Ev them and if found guilty, label and publish them as a Suppressive Group and fair game. I assure you that this is less hollow than it sounds.

We are bound by two things:

- I. We are *not* just a group. We are the possessors of very powerful technology and we are still part of this civilization.
2. We owe our progress to the peace we have maintained (strenuous though it was) in our environment.

If we continue to let loose on the civilization around us with our powerful

technology without giving that civilization a chance to accept us and abide by it we will have chaos very soon.

Therefore *whether* "society" accepts or not we must also extend our "Pax Scientologica" as a spearhead before our direct technical action or nobody will stand still to be audited but run in terror and just a handful of us will go free. The rest of society will simply cave in.

So we may as well develop the habit early regardless of whether they accept our admin tech or not. Extend it always. Shrug at any gasps or protests.

And then we'll have a spread over things that forms no ridge between "them" and "us".

You see, none is fair game until he or she declares against us. And only those who so declare are suppressive. Don't err in thinking the whole is against us. That's just an ARC Break. Most are for us. Our files are *crammed* with applause. Our complaints drawer is a *very* tiny one. It would do any Scientologist good to see the thousands upon thousands upon thousands of "Hurrah for Scientology" in our files and the little tiny batch of sour grapes. *Yet* because what's wrong as cases with the tiny batch is that they use the word "Everybody" continually in their cries and howls so people they talk to find it hard to locate them in their dispersal. They are the ARC Breaks kid in person. "Everybody" and "nobody" and entheta are their stocks in trade. Such cases speak of "the masses" and "the public" as against us and so we sometimes fail to note that the *whole* complaint is from this puny runt raving from the whirlpool of his own overt acts. Such a person makes a greater effect on the unthinking than he should. He is giving continual false reports.

GENERALITIES ARE NOT WRONG UNLESS THEY ARE COMBINED WITH FALSE REPORT AND INTENDED TO UPSET SOMEBODY.

The generalities of these bank puppets intend to deny the good (nobody, nothing) and generalize (everybody, everything) the bad. And so such people are really just spinners for the local spin bin. Yet you find "society" electing and appointing them since such birds echo the exact reactive bank of each individual in the mob. You can easily form a *bad* mob. It's awful hard to form an enthusiastic mob-they have to be sane!

So the individual in "Society" is so far from against its that even White House clerks have sent us copies of government despatches about us. Society is in the grip of a lot of ARC Broken paranoid peewees like Galbatty in Australia or the head of the FDA in Washington. Such men grab such posts because they are men of fear, Such men are just animated banks. If such cannot destroy you, they will destroy themselves. They will confess at the drop of an electrode if told to do so, poor puppets of their banks that they are.

So don't heed who is *pretending* to be in charge "out there". There really isn't any thetan in charge. "Human leadership" is usually just the guy with the most bank. When you want to handle one of these "leaders", put the guy's hat on. Hard. With Scientology admin and policy.

Never fail to use Scientology Admin or Justice to handle the individuals in the society beyond our edges. Sounds adventurous. Well, it is! But effective, too.

We have the tech.

It's designed to handle bank conditions.

Use it.

And use our Dissem Formula ruthlessly at every chance and in any situation.

You will only fail to handle a situation if you don't handle it with Scientology.
The older methods have failed. Hell! That's why we're here!

L. RON HUBBARD

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[Note: See HCO Pol Ltr 21 October 1968, Cancellation of Fair Game, page 489.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 APRIL 1965

Gen Non-Remimeo BPI Mag Article

SCIENTOLOGY MAKES A SAFE ENVIRONMENT

We're working to provide a safe environment for Scientology and Scientologists in Orgs everywhere.

The dangerous environment of the wog world, of injustice, sudden dismissals, war, atomic bombs, will only persist and trouble us if we fail to spread our safe environment across the world.

It starts with our own orgs. They must be safe environments.

Only good tech and Justice can make the Org environment safe. Like an auditing room, we must be able to work undisturbed by the madness at our doors.

We can make every org a safe island then by expanding and joining those orgs, bring peace and a safe environment to all the world.

It not only can be done. It is happening this moment. Push it along. Support policy, good tech and Justice.

L. RON HUBBARD

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 APRIL 1965

Gen Non-Remimeo
Post Public Bd

JUSTICE

The purpose of justice is to clear the organization and environment. .

One cannot make clears in an uncleared environment. Justice is the auditor of the group.

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HCO POLICY LETTER OF 5 APRIL 1965

Gen Non-Rernimeo

HCO See Hat

Tech See Hat

• of P Hat

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HCO JUSTICE DATA RE ACADEMY & HGC

**HANDLING THE SUPPRESSIVE PERSON
THE BASIS OF INSANITY**

The suppressive person (whom we've called a Merchant of Fear or Chaos Merchant and which we can now technically call the suppressive person) can't stand the idea of Scientology. If people; became; better, the suppressive person would have lost. The suppressive person answers this by attacking covertly or overtly Scientology. This thing is, he thinks, his mortal enemy since it undoes his (or her) "good work" in putting people down where they should be.

There are three "operations" such a case seeks to engage upon regarding Scientology: (a) to disperse it, (b) to try to crush it and (c) to pretend it didn't exist.

Dispersal would consist of several things such as attributing its source to others and altering its processes or structure.

If you feel a bit dispersed reading this **Policy** Letter, then realize it is about a being whose whole "protective colouration" is to disperse others and so remain invisible. Such people generalize all entheta and create ARC Breaks madly.

The second (b) is done by covert or overt means. Covertly a suppressive person leaves the org door unlocked, loses the E-Meters, runs up fantastic billsh and energetically and unseen seeks to pull out the plug and get Scientology poured down the drain. We, poor fools, consider all this just "human error" or "stupidity". We rarely realize that such actions, far from being accidents, are carefully thought out. The proof that this is so is simple. If we run down the source of these errors we wind up with only one or two people **in** the whole group. Now isn't it odd that the majority of errors that kept the group enturbulated were attributable to a minority of persons present? Even a very "reasonable" person could not make anything else out of that except that it was very odd and indicated that the minority mentioned were interested in smashing the group and that the behaviour was not common to the whole group-meaning it isn't "normal" behaviour.

These people aren't Communists or Fascists or any other ists. They are just very sick people. They easily become parts of suppressive groups such as Communists or Fascists because these groups, like criminals, are suppressive.

The Suppressive Person is hard to spot because of the dispersal factor mentioned above. One looks at them and has his attention dispersed by their "everybody is bad".

The Suppressive Person who is visibly seeking to knock out people or Scientology is easy to see. He or she is making such a fuss about it. The attacks are quite vicious and full of lies. But even here when the Suppressive Person exists on the "other side" of a potential trouble source, visibility is not good: One sees a case going up and down. On the other side of that case, out of the auditor's view, is the Suppressive Person.

The Whole trick they use is to generalize entheta. "Everybody is bad The Russians are all bad." "Everybody hates you." "The People versus John Doe" on warrants. "The masses." "The Secret Police will get you."

Suppressive groups use the ARC Break mechanisms of generalizing entheta so it seems "evirywhere."

The Suppressive Person is a specialist in making others ARC Break with generalized entheta that is mostly lies.

He or she is also a no-gain-case.

So avid are such for the smashing of others by covert or overt means that their case is bogged and won ~t Move under routine processing.

The technical fact is that they have a huge problem, long gone and no longer known even to themselves which they use hidden or forthright vicious acts continually to "handle". They do not act to solve the environment they are in. They are solving one environment, yesterday's, in which they are stuck.

The only reason the insane were hard to understand is that they are handling situations which no longer exist. The situation probably existed at one time. They think they have to hold their own, with overts against a non-existent enemy to solve a non-existent problem.

Because their overts are continuous they have withholds.

Since such a person has withholds, he or she can't communicate freely to as-is the block on the track that keeps them in some yesterday. Hence, a "no-case-gain".

That alone is the way to locate a Suppressive Person. By viewing the case. Never judge such a person by their conduct. That is too difficult. Judge by no-case-gains. Don't even use tests.

One asks these questions:

1. Will the person permit auditing at all? or
2. Does their history of routine auditing reveal any gains?

If (1) is "No", one is safe to treat the person as suppressive. It is not always correct but it is always safe. Some errors will be made but it is better to make them than to take a chance on it. When people refuse auditing they are (a) a potential trouble source (connected to a Suppressive Person); (b) a person with a big discreditable withhold; (c) a Suppressive Person or (d) have had the bad luck to be "audited" too often by a Suppressive Person or (c) have been audited by an untrained auditor or one "trained" by a Suppressive Person.

[The last category (e) (untrained auditor) is rather slight but (d) (audited by a Suppressive Person) can have been pretty serious, resulting in continual ARC Breaks during which auditing was pressed on without regard to the ARC Break.]

Thus there are several possibilities where somebody refuses auditing. One has to sort them out in an HGC and handle the right one. But HCO by policy simply treats the person with the same admin policy procedure as that used on a Suppressive Person and lets HGC sort it out. Get that difference-it's "with the same admin policy procedure as" not "the same as".

For treating a person "the same as" a Suppressive Person when he or she is not only adds to the confusion. One treats a real Suppressive Person pretty rough. One has to handle the bank.

As to (2) here is the real test and the only valid test: Does their history of routine auditing reveal any gains?

If the answer is NO then *there is* your Suppressive Person, loud and very unclear,

That is the test.

There are several ways of detecting. When fair auditors or good ones have had to vary routine procedure or do unusual things on this case in an effort to make it gain, when there are lots of notes from Ds of P in the folder saying do this-do that-you know that this case was *trouble*.

This means it was one of three things: 1. a potential trouble source 2. a person with a big withhold 3. a Suppressive Person.

If despite all that trouble and care, the case did not gain-or if the case simply didn't gain despite auditing no matter how many years or intensives, then you've caught your Suppressive Person.

That's the boy. Or the girl.

This case performs continual calculating covert hostile acts damaging to others. This case puts the enturbulence and upset into the environment. breaks the chairs,

messes up the rugs and spoils the traffic flow with "goofs" done intentionally.

One should lock criminals out of the environment if one wants security. But one first has to locate the criminal. Don't lock everybody out because you can't find the criminal.

The cyclic case (gains and collapses routinely) is connected to a Suppressive Person. We have policy on that.

The case that continually pleads "hold my hand I am so ARC broken" is just somebody with a big *withhold*, not an ARC Break.

The Suppressive Person just gets no-case-gain on routine student auditing.

This person is actively suppressing Scientology. If such will sit still and pretend to be audited the suppression is by hidden hostile acts which include:

1. Chopping up auditors;
2. Pretending withholds which are actually criticisms;
3. Giving out "data" about their past lives and/or whole track that really holds such subjects up to scorn and makes people who do remember wince;
4. Chopping up orgs;
5. Alter-ising technology to mess it up;
6. Spreading rumours about prominent persons in Scientology;
7. Attributing Scientology to other sources;
8. Criticizing auditors as a group;
- 9., Rolling up Dev-T, off policy, off origin, off line;
10. Giving fragmentary or generalized reports about entheta that cave people in-and isn't actual;
- It. Refusing to repair ARC Breaks;
12. Engaging in discreditable sexual acts (also true of potential trouble sources);
13. Reporting a session good when the pc went bad;
14. Reporting a session bad when the pc went up intone;
15. Snapping terminals with lecturers and executives to make critical remarks or spread ARC Break type "news" to them;
16. Failing to relay comm or report;
17. Making an org go to pieces (note one uses "making" not "letting");
18. Committing small criminal acts around the org;
19. Making "mistakes" which get their seniors in trouble;
20. Refusing to abide by policy;
21. Non-compliance with instructions;
22. Alter-is of instructions or orders so that the programme fouls up;
23. Hiding data that is vital to prevent upsets;
24. Altering orders to make a senior look bad;
25. Organizing revolts or mass protest meetings;
26. Snarling about Justice.

And so on. One does not use the catalogue, however, one only uses this one fact-no case gain by routine auditing over a longish *period*.

This is the fellow that makes life miserable for the rest of us. This is the one who overworks executives. This is the auditor killer. This is the course enturbulator or pc killer.

There's the cancer. Burn it out.

In short, you begin to see that it's this one who is the only one who makes harsh discipline seem necessary. The rest of the staff suffers when one or two of these is present.

One hears a whine about "process didn't work or sees an alter-is of tech. Go look. You'll find it now and then leads to a Suppressive Person inside or outside the org.

Now that one knows who it is, one can handle it.

But more than that, I can now crack this case!

The technology is useful in all cases, of course. But only this cracks the no-gain-case".

The person is in a mad, howling situation of some yesteryear and is "handling it by committing overt acts today. I say condition of yesteryear but the case thinks it's *today*.

Yes, you're right. They are nuts. The spin bins are full of either them or their victims. There's no other real psycho in a spin bin!

What? That means we've cracked insanity itself? That's right. And it's given us the key to the Suppressive Person and his or her effect on the environment. This is the multitude of "types" of insanity of the 19th century psychiatrist. All in one. Schizophrenia, paranoia, fancy names galore. Only one other type exists-the person the Suppressive Person got "aC. This is the "manic-depressive" a type who is up one day and down the next. This is the Potential Trouble Source gone mad. But these are in a minority in the spin bin, usually put there by Suppressive Persons and not crazy at **all!** The real mad ones are the Suppressive Persons. They are the *only* psychos.

Over simplification? No indeed. I can prove it! We could empty the spin bins now. If we want to. But we have better uses for technology than saving a lot of Suppressive Persons who themselves act only to scuttle the rest of us.

You see, when they get down to no-case-gain where a routine process won't bite, they can no longer as-is their daily life so it all starts to stack up into a horror. They "solve" this horror by continuous covert acts against their surroundings and associates. After a while the covert ones don't seem to hold off the fancied "horror" and they commit some senseless violence in broad daylight-or collapse-and so they can get identified as insane and are li4gged off to the spin bin.

Anybody can "get mad and bust a few chairs when a Suppressive Person goes too far. But there's tiaceabl~ sense to it. Getting mad doesn't make a madman. It's damagin

,g actions that have no sensible detectable reasons that's the trail of madness. Any thetan can get angry. Only a madman damages without reason.

All actions have their lower scale discreditable mockery. The difference is, does one get over his anger? The no-case-gain of course can't. He or she stays misemotional and adds each new burst to the fire. It never gets less. It grows.'And a long way from all Suppressive Persons are violent. They are more likely to look resentful.

A Suppressive Person can get to one solid *dispassionate* state of damaging things. Here is the accident prone, the home wrecker, the group wrecker.

Now here one must realize something. The Suppressive Person finds outlet for his or her unexpressed rage by carefully needling those they are connected with into howling anger.

You see the people around them get dragged into this long gone incident by mistaken identity. And it is a maddening situation to be continually mis-identified, accused, worked on, doubled crossed. For one is *not* the being the Suppressive Person supposes. The Suppressive Person's world is pretty hard to live around. And even ordinarily cheery people often blow up under the strain.

So be careful who you call the Suppressive Person. The person connected with a Suppressive Person *is floble to be only visible rage in sig~t!*

You have some experience of this-the mousey little woman who rarely changes expression and ~s so righteous connected to somebody who now and then goes into a frenzy.

How to tell them apart? Easy! Just ask this question:

Which gets a case gain easily?

Well, it's even simpler than that! Put the two on an E-Meter. Don't do anything but read the dial and needle. The Suppressive one has the high stuck T.A. The other has a lower T.A. Simple?

Not all Suppressive Persons have *high* T.A. The T.A. can be anywhere especially very low (1.0). But the needle is weird. It is stuck tight or it RSeS without reason (the pc wearing no rings to cause an RS).

Suppressive Persons also can have the "dead" thetan clear read!

You see people around a Suppressive Person Q and A and disperse. They seek to "get even" with the Suppressive Person and often exhibit the same symptoms temporarily.

Sometimes two Suppressive Persons are found together. So one can't always say which is the Suppressive Person in a pair. The usual combination is the Suppressive Person and the Potential Trouble Source.

However you don't need to guess about it or observe their conduct.

For this poor soul can no longer as-is easily. Too many overts. Too many withholds. Stuck in an incident that they call "present time". Handling a problem that does not exist. Supposing those around are the personnel in their own delirium.

They look all right. They sound reasonable. They are often clever. But they are solid poison. They can't as-is anything. Day by day their pile grows. Day by day their new overts and withholds pin them down tighter. They aren't here. But they sure can wreck the place.

There is the true psycho.

And he or she is dying before your very eyes. Kind of horrible.

The resolution of the case is a clever application of problems processes, never o/w. What was the condition? How did you handle it? is the key type of process.

I don't know what the percentage of these are in a society. I know only that they made up about 10% of any group so far observed. The data is obscured by the fact that they ARC Break others and make them misemotional-thus one of them seems to be, by contagion, half a dozen such.

Therefore simple inspection of conduct does not reveal the Suppressive Person. Only a case folder puts the seal on it. No-Case-Gain by routine processes.

However this test too may soon become untrustworthy for now we can crack them by a special approach. However we will also generally use the same approach on routine cases as it makes cases go upward fast and we may catch the Suppressive Person accidentally and cure him or her before we are aware of it.

And that would be wonderful.

But still we'll have such on our lines in Justice matters from now on. So it's good to know all about them, how they are identified, how to handle.

HCO must handle such cases as per the HCO Justice Codes on Suppressive Acts when they blow Scientology or seek to suppress Scientologists or orgs. One should study up on these.

The Academy should be careful of this and report them to HCO promptly (as they would potential trouble sources or withholds that won't be delivered). The Academy must not fool about with Suppressive Persons. It's a sure way to deteriorate a course and cave in students.

POLICY

When an Academy finds it has a Potential Trouble Source, a "withholdy case that ARC Breaks easily" or a Suppressive Person enrolled on a course or a blow the Academy must call for HCO Department of Inspection & Reports, Justice section. This can be any HCO personnel available, even the HCO See.

The HCO representative must wear some readily identified HCO symbol and must take a report sheet with a carbon copy on a clip board.

HCO must have present other staff adequate to handle possible physical violence.

The student, if still present, must be taken to a place where an interview will not stop or enturbulate a class, by Tech Division personnel. This can be any Tech Division office, empty auditing room or empty classroom. The point is to localize the commotion and not stir up the whole Tech Division.

If Tech Division personnel is not available HCO can recruit "other staff" anywhere by simply saying "HCO requires you" and taking them into the interview place.

HCO has a report sheet for such matters, original and one copy for Justice files.

The HCO representative calls for the student's folder and looks it over quickly for TA action. If there is none (less than 10 divslsess) th~t's it. It is marked on the report sheet, "No TA action in auditing" or "Little TA". HCO is not interested in what processes were run. Or why there is no TA. If the course requires no meters the folder is inspected for alter-is (which denotes a rough pc) or no case changes.

If there are no TA notations in the folder HCO should put the person on a meter, making sure the person is not wearing a ring. One asks no questions, merely reads the TA position and notes the needle and marks these in the report sheet. The Tone Arm will be very high (5 or above) or very low (2 or less) or dead thetan (2 or 3) and the needle would be an occasional RS or stuck or sticky if the person is a Suppressive Person. This is noted in the report sheet.

If the folder or the student in question says he has had no case gain this is again confirming of a Suppressive Person.

If two of these three points (folder, meter, statement) indicate a Suppressive Person, HCO is looking for two possible students when so called in-the one who caused the upset and that student's coach or student's auditor. There very likely may be a Suppressive Person on the course that is not this student. Therefore one looks for that one too, the second one.

If a bit of questioning seems to reveal that the student's auditor was responsible, test that student too, and enter it on a second HCO report form. And order the other one to auditing at the student's own expense.

In short be alert. There's been an upset. There may be other persons about who caused it. Don't just concentrate on the student. There is a condition on the course that causes upsets. That is really all one knows.

When one walks in on it, find out why and what.

If the HCO tests indicate some doubt about either student being a Suppressive Person, HCO asks about a possible withhold and enters any result on the sheet and sends the students and sheet separately to the Tech Division, Dept of Estimation. The procedure is the same for a Suppressive Person but is "a withholdy pc who ARC Breaks easily" or simply "a withholdy pc" if no ARC Breaks are noted. "Auditing recommended".

But there is a third category for which HCO is very alert in this interview. And that is the POTENTIAL TROUBLE SOURCE.

For this person may only be audited further if he or she disconnects or handles the Suppressive Person or group to which he or she is connected and can't be sent to the HGC or back to the course either until the status is cleared up.

If this seems the case, there is no point in continuing the person in the Tech Division and HCO takes over fully, applying the policy related to Potential Trouble Sources.

This type of case will probably not be dangerous but quite co-operative, and probably dazed by having to do something about his situation. He or she has been hammered with invalidation by a Suppressive Person and may be rather wobbly but if the Justice steps are taken exactly on policy there should be no trouble. HCO can take a Potential Trouble Source (but never a Suppressive Person) out of the Tech Division premises and back to 14CO to complete such briefing. Remember, it is all one to us if the Potential Trouble Source handles it or not. Until it's handled or disconnected we don't want it around as it's just more trouble and the person will cave in if audited under those conditions (connected to a Suppressive Person or group).

A Suppressive Person found in an Academy is ordered to HGC processing always. And always at his or her own expense.

If the Suppressive Person won't buy auditing, or co-operate, HCO follows steps A to E in policy on Suppressive Persons in the Justice Codes; HCO may be assisted in this by Tech personnel.

The point is, the situation must be handled fully there and then. The student buys his auditing or gets A to E. There is no "We'll put you on probation in the course and if . . ." because I've not found it to work. Auditing or Suppressive Person A to E. Or both.

THE BLOWN STUDENT

The student however may have blown off the premises or he has gone entirely. On a minor, momentary blow, where all it took was the student's auditor and a few words to get the student back, the matter is not a real blow.

But where the student leaves the premises in a blow or doesn't turn up for class, the Tech Division must send an Instructor and the student's auditor over to HCO Department of Inspection and Reports. An HCO representative should go with them at once to pick up the student.

The student is brought back with as little public commotion as possible and the procedure of HCO checkout, etc is followed as above.

THE GONE STUDENT

Where the student can't be gotten back (or in all such cases) the real cause may be a Suppressive Person in the Course itself, not the blown student or the upset student.

If the Suppressive Person is on the course (and is not the blown student) HCO will want to know this. In all such cases the one who caused the environment may not be the culprit.

The HCO representative calls for the blown student's case folder and looks for TA. If there is none or for some reason the student was not audited, or if no meters were used on that course, HCO seeks to find out what the case's responses were to processing.

If the case seemed to change or improve yet the student is gone, HCO looks over the blown student's ex-auditor for suppressive characteristics such as satisfaction the pe blew, critical statements about tech or instructors, case rough or difficult, lies about the circumstances, etc, and if such signs are present, HCO orders the blown student's ex-auditor to the HGC at the student's own expense.

If this interview with the blown student's auditor seems to indicate a Suppressive Person beyond any doubt HCO orders the student to the HGC at the student's own expense.

The blown student's course auditor will not be found usually to be a Potential Trouble Source as these are seldom bad or rough auditors, so questions about this possibility don't really apply.

But if this student (the blown student's auditor) is Suppressive. it's HGC or A to E. If the student gives on A to E he or she may be returned to course or to the HGC as HCO deems best.

In all such cases where a Suppressive Person is found, watch out for legal repercussions by having reliable witnesses present during such negotiations or upsets and take liberal notes for possible Comm Ev. This is why there also must be an HCO representative handling it.

If there is no agreement to be audited and the student who is found to be a Suppressive Person will not respond to A to E (because student has blown and can't be found or because the student flatly refuses), the student is considered terminated.

A waiver or quit claim is given or sent the student stating:

Date Place

I having refused to abide by the Codes of (name and place of org) do hereby waive any further rights I may have as a Scientologist and in return for my course fee ofI do hereby quit any claim I may have on (name of org) or any Scientologist personnel or any person or group or organization of Scientology.

Signed

2 Witnesses

Only when this is signed the student may have his course fee returned, but no other fees as he accepted that service.

The ex-student should realize this makes him Fair Game and outside our Justice Codes. He may riot have recourse of any kind beyond refund. And after signing can only return to Scientology as per policy on Fair Game.

The HGC audits such a Suppressive Person sent to it on special processes specially issued by HCO B for Suppressive Persons. It will be found that adherence to these policies will make Academies very calm.

Note: Nothing in this policy letter waives or sets aside any policy concerning the auditing of known institutional cases in an HGC. Persons with histories of institutionalized insanity may not be audited in HGC.

L. RON HUBBARD

P.S. If you've wondered if you are a Suppressive Person while reading this-you aren't! A Suppressive Person never does wonder, not for a moment! THEY KNOW THEY'RE SANE!

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CANCELLATION OF FAIR GAME: The practice of declaring people FAIR GAME will cease. FAIR GAME may not appe~r on any Ethics Order. It causes bad public relations. This PIL does not cancel any policy on the treatment or handling of an SP. [From HCO P/L 21 October 1968, Volume 1, page 489.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF S APRIL 1965

Rerninaeo

Issue II

All Instructors' Hats

HCO Personnel Hats

HGC Auditors' Hats

Sthil Executives

Sthil Instructors

Sthil Staff Auditors **ACADEMIES RELATION TO HCO JUSTICE**

STUDENT TRAINING

THE NO-GAIN-CASE STUDENT

DIVISION 4
TECHNICAL

Instructors **MUST** be alert for no-case-change cases on course and for "Withholdy pes who ARC Break easily", "blowly students" and "unstable gains" cases.

Even indifferent auditing on even a haphazard course causes good case gains.

The minority group of no-case-change in routine course auditing and "withholdy" is very minor. These categories contain all the students who disturb your course, are insolent to instructors, rant against rules, etc.

You are under no orders from me that you must please them but you are under orders to report such cases to HCO.

YOU ONLY USE DIFFICULT CASE OR STUDENT IN THE ACADEMY AS AN *INDICATOR* OF SOMETHING WORSE. You aren't a staff auditor but an Instructor. You want proper auditor and case gain of course. and you'll get it (providing when some student says IT didn't work you find out exactly what the student did that didn't work and you'll find it was never what was ordered).

However, on cases that are *very* difficult, watch it! These difficult cases are more than cases. They mean trouble for you from that student and for your class in ways you wouldn't look for. By concentrating on "tough cases" you miss the fact that you have a whole class to handle. If you want it handled, look rather at what these tough cases do to your class and handle the "tough case" in a way to protect your course, not to make their cases move.

IN AN ACADEMY, DON'T TRY TO HANDLE YOUR COURSE ENVIRONMENT WITH STUDENT AUDITING!

Handle your course environment with good data, good 8C and discipline and HCO Justice machinery.

Your students now have their old course regulations suspended. Instead, the Justice Codes are in. The students are Scientologists. Becoming students gives them no .-tew rights. And it doesn't remove their Justice rights either.

I've been through all you go through and I have found, by comparing conduct on a course to conduct in the field afterwards, that the turbulent student is a pc, not a student. He or she makes trouble. On the course and afterwards.

The total symptom that alerts you to such a person is "tough case".

This *is very* easy to notice. Just look over the student case folders and note that one or another student doesn't seem to get going. Note the folder you have to *work* on. That's it. That's your trouble spot on the course. **DON'T** judge students by conduct" or speed of study. Judge on "tough case" only.

Routine auditing is good unless it's been alter-ised. Routine processes work on good people,

The no-case-gain case makes you hunt for magical processes and fatally leads to alter-is. Now hear this:

THE PROCESSES YOU HAVE, EVEN WHEN ONLY FAIR, ARE BETTER THAN THE PROCESSES THAT WILL BE DREAMED UP BY STUDENTS OR ANYONE AROUND YOUR COURSE.

The processes you use, if altered to "fit" some tough case will cease to work on standard cases when so altered.

The "tough case" (who is also the difficult student) is the *sole* reason one has an urge to alter a process.

You must be sure to push routine processes done routinely. When you see a process being altered look for a "tough case" in the pc or the student and call HCO Promptly if you find the poor TA type case, the "no change" response to routine processes.

Your approach is to run the standard processes in the right grade in the right sequence. That's *all* you teach students to do and it's all you do in case supervision.

When these "don't work" even when you force them to be correctly applied, you have a tough case there. Don't louse up Scientology technology to handle a "tough case". You don't have to invent the processes for it. They already exist in the HGC. When you see alter-is, look for the tough case and let HCO take it from there. We are, after all a team, and as a *team* we can handle our environment.

Your job is just teach and get run the processes of the grade in the right sequence. Your job is to teach students to do just that. Your job is to force the student to run the process that should be run and run it right and to correct any alter-is *savagely*.

Never let some student tell you "it didn't work" without at once plowing in there to look. You will find only one of two things wrong:

1. Your student erred in the wording, sequence or application of the process through lack of study or
2. Either the student auditor or the student pe is a "tough case".

Don't let anybody try to vary a process to fit a case. If you do your *indicator is obscured* in letting anybody fool about in "trying to make a process work" or trying to get inventive just to crack a "tough case".

The majority of your course trouble and the tendency to alter-is material comes from trying to force a "tough case" to get gains. Should you alter or advise alteration of a process you are letting our side down. *It leads you into teaching students to alter-is* and there goes the balloon. It means they won't be able to run standard stuff successfully. And *that* means (let's be brutal) they will miss, by non-standard auditing, on 90% of their cases, the good people. They will slant all Scientology toward one nut and we'll be a failed mess like psychiatry with our clinics full of psychiatric cases not people.

The HGC (and perhaps *one* course level) is taught to handle "tough cases". The processes for them are standard, too, You *must* hold the line and answer a student's "didn't work" with "Exactly *what* didn't work?" and "Exactly *what* did you do?" and you'll find they didn't do it, or it's a tough case. Either way follow policy.

YOU MUST REPORT A TOUGH CASE TO HCO AT ONCE.

For *there* sits a *Justice* matter, not an Academy problem. It's not your hat.

You see the no-gain-case, the "withholdy case that ARC Breaks easily", "the blowy student", "unstable gain student" and your tendency may be to do something original or give the student some different process. If you do you are madly off-policy. In the ordinary Academy Course you are not teaching a "tough case" course. You are teaching a nice fast, workable course for decent average cases. Your majority is composed of good students. They deserve your time.

So this makes the "tough case" student the odd man (or woman) out. They make a lot of commotion so one may think they are "everybody" on a course. They're not. They are seldom higher than 10%. So you risk the 90% of your course and all Scientology just to handle 10%.

Could I point out that the Protestant idea of recovering at any expense and considering very valuable any sheep who strayed, was batty. How about the whole flock? Leave them to the wolves while one ran off after one? No, please don't go the route by doing that. It's pretty awful.

No, this "tough case" is for the HGC and HCO. And I'd darn well rather you didn't give the person the technology before he straightens out as he'll hurt people with it.

Such "tough cases" are possible to salvage. They're just cases. But it takes an HGC to run them and it takes HCO to hold them still so they'll be audited. Remember, we're a team. HCO and HGC are part of the team. Don't steal their hats.

The "tough case" is judged only on the basis of case gain or lack of it.

The Academy does NOT send students to the HGC for "slow study" or dullness or any other reason except "tough case". That's firm policy. The "tough case" is the only one you send.

There are 3 categories of these "tough cases".

1. The Roller Coaster Case.

The Potential Trouble Source. A suppressive person is on the other side of this one. The case will get a gain and slump, get a gain and slump over and over. It isn't a "manic-depressive" as the old 19th Century psycho-analyst thought. It's a guy whose marital partner or family is going into fits over this person's connection with Scientology. This is purely a Justice matter and belongs to HCO. He either disconnects or acts to settle his or her situation. No halfway measures. But you can't do much about that in an Academy. If you did you'd leave your class to the wolves. Get on-line and route this mysterious fellow who can't get a gain without losing it the next day or week over to HCO with a "Please investigate. Possible Potential Trouble Source." Don't even bother to question the student. HCO will find out. It's also illegal to audit them so HCO won't even route to the HGC but will act as per policy on such.

Always err on the side of sending HCO too many students rather than risk keeping one who is a liability to us all. But never send merely a course "cut-up" or a lazy student whose case runs well. This policy is only faintly discipline. It is actually excellent technology to a recurring course problem.

2. The Withholdy Case.

The withholdy case is routinely ARC Breaking and having to be patched up, commonly blows, has to have lots of hand-holding. As your course possibly isn't at that level it is too much to handle anyway and you're not equipped to handle. But even if your course is equipped to handle the right action is again HCO. Report this student to HCO with the label "Withholdy case that ARC Breaks easily" or "Blow type case". And get HCO over to the Academy. HCO may route to HGC at the student's own expense or get two tough staff members to stand by while the withholds are explored on a meter in case this is a real Justice case or just a student lunch thief. The reason for all that weird behaviour is always a withhold condition. You can't be bothered. HCO, however, is interested in the **NO REPORT** aspect of such a case. This person hasn't told all that's sure. HCO can send to HGC or refund or even Comm Ev.

3. The Suppressive Person.

The suppressive person *does* turn up to get trained. And when you train them (a) their case doesn't change, (b) they cheer when their course pc loses and gloom when their course pc wins and (c) they chatter about the horrors of discipline and seek to lead student squirreling, or revolt. Their dream is a society wherein the criminal may do anything he pleases without any faintest restraint. We sometimes get loaded up with these characters but they run about 1 or 2 in 80 students usually. This person has no faintest chance of making it unless handled for what he or she is in an HGC. And if you train such you lend our name to all the chicanery and injury they do with our tech and protect them with our name. You've seen this case in another guise of squirrelingchatter-chatter about phoney past lives when they were Cleopatra and so on invalidating others' actual memories, talking only whole track to raw meat. You've seen this one. It's suppression pure and simple and *they* know it! And they don't ever get a case change and their ARC Breaks don't heal, etc. etc. etc! The secret here is

CONTINUOUS OVERTS which are then withheld. The technical fact is they are quite gone and are SOLVING A PERSONAL BUT LONG GONE PROBLEM BY CONTINUOUS OVERTS. One can actually handle them if one knows this seemingly tiny fact. One finds of course the PTP, *not* the overts. For one has about as much chance pulling this fellow's overts as moving the Earth by pulling weeds. The suppressive acts this person does are *solutions* to solve some long long ago problem in which the pc is stuck. To an HGC this is finding conditions of environment the pc has had and discovering how he or she handled them. But this is HCO-HGC business. The longer you wait to notify HCO, the more harm will be done and HCO will get inquisitive as to why there was *no report* from you on this. For here is the auditor heart breaker, the natterer, the rumour factory, the 1. 1 and the course and group wrecker. Here's "Whee, kill everybody!" in person. Here also is the possible government agent, the AMA BMA stooge. Here is the guy who plans to "squirrel" and "grab Scientology". Here is the boy. Or here is the girl. But here is also a thetan buried in the mud. And if you let this person go without attention he or she will soon become ill or die-or worse will mess up or kill others. This person is the only real psycho. And if you let him drift he'll soon wind up in the brain surgeon's suppressive hands. So it's nothing to overlook. People who have to solve their problems by shooting the rest of us down are what made life such a hell in this Universe. You have your hands on the implanter, the warmonger, the wrecker. But still, this is what's left of a human being and he or she can be salvaged. But only in an HGC, not a course. Please! Here also is the criminal or the sex crazy guy or the pervert who just *had* to break old Rule 25 (the old no-sex Academy rule). People who are sex crazy are over their heads in a collapsed bank that they've collapsed themselves with overts. Let's be real. This person throws people back in twice as fast as we can pull them out! So why arm him with tech. Put on your label when you send for HCO "No-Case-Change despite good tries with the routine processes taught on this course that was closely supervised in correct application". Let HCO take it from there. It's not Academy business.

Your routine procedure on any of the 3 types of case is:

1. Call HCO Department of Inspection and Reports;
2. Minimize disturbance;
3. Hold the student in an empty classroom or auditing room;
4. Stand by to help if things get rough;
5. Help HCO complete its report;
6. Let HCO (and probably HGC) take over from there and get back to your students.

If you're going to grow and get your own case changes and have a good time instructing you'll read this very, very carefully and put it very briskly into practice.

At first you may not agree that you should be so sharp. It may be a blow to feeling you can crack all cases. You probably can. But man, that's an HGC hat. What are you doing wearing it as an Instructor? By all means crack the routine cases. But the tough ones? **That's HCO and HGC.**

The bigger we get, the easier all this will be.

But now let's make a start in teaching courses that are fun for all by giving the deep six to those who want a mess.

Okay?

Well. do it, do it, do it.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 APRIL 1965
Issue III

Gen Non-Reraimeo

**JUSTICE
AMNESTY
CANCELLED CERTS
JUSTICE COMMENTS**

The 1 MARCH, 1965 Amnesty restored all certificates cancelled before that date.

The HCO Policy Letter of 0 March, 1965 stated an amnesty could not restore cancelled certificates. That obviously must be interpreted to mean that new Amnesties after 1 March, 1965 will not restore them.

However, as no policy existed pre-1 March, 65, the 1 March, 65 Amnesty must have restored all certificates ever cancelled and wiped out all no-comm lists, etc. THIS IS declared to be so.

New amnesties would have to state whether they did or did not restore cancelled certificates as now certificates cannot be cancelled except for Suppressive Acts HCO Policy Letter of 7 March, 65, Issue 11.

1

The intention was to force such persons to go through steps A to E as this can salvage them.

After that date, however, I developed technology that actually changes even the case of a Suppressive Person and SO in all probability cancellation will soon be abandoned altogether in favour of suspension of all certs until the person has had 50 hours of special processing at an HGC.

DISMISSAL ETC.

The principle here is that as technology develops to handle things, Justice measures become less needful and milder. We are the only group in the world where this could happen.

The reason dismissal, transfer and demotion were removed as direct discipline lies also in the new special processes not yet released but already applied with total success to no-change cases. They are very simple processes and will probably catch all suppressive persons quite by accident at low level before anyone notices.

JUSTICE COMMENTS

As a thetan approaches clear and afterwards OT he is more and more social but more and more powerful and I doubt there will be much trouble even with Mobs of wogs,

The need for Justice lies in the public and the lower levels. The upper levels add ON good sense. Witness these Codes. They emerged only from Level VII and are much milder than our old methods in orgs.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 19 APRIL 1965

Rernimeo
All Tech Div HATS
Students
Preclears
All Qual Div HATS

ETHICS

**TRAINING AND PROCESSING
REGULATIONS
TECH DIVISION, QUAL DIVISION
TECHNICAL DISCIPLINE
STUDENTS' QUESTIONS**

(effective on the Posting of the 1965 Org Board)

1. The only answers permitted to a student's demand for verbal technical data or unusual solutions are
"The material is in (HCOB, Pol Letter or tape)."
"What does your material state?"
"What word did you miss in the (Bulletin, Pol Ltr or tape)?"
and (for requests for unusual auditing solutions)
"What did you actually do?"

Any other answer by Technical Secretaries, Ds of T, Instructors or course personnel is a misdemeanour.

2. Any Instructor teaching or advising any method not contained in HCOBs or on tapes, or slighting existing HCOBs, Policy Letters or tapes may be charged with a crime.
3. Any Instructor in any way obscuring the source of technology by wrongly attributing it may be found guilty of a false report.

STAFF AUDITORS' ACTIONS

4. Any staff auditor who runs any process on any org pc that is not given in grade and level HCOBs may be charged by the Tech Sec or D of P with a misdemeanour.
5. Any alteration or non-standard rendition of a process is a misdemeanour.
6. Any staff auditor running a pc above the pc's grade instead of for the next grade, or running processes out of sequence in a grade may be charged with a misdemeanour.
7. Any staff auditor reporting falsely verbally or in writing, on an auditor's report may be charged with a crime.
8. Any staff auditor turning in an illegible report may be charged with a no report which is a misdemeanour.
9. Any staff auditor attesting falsely to TA or falsely reporting the flattening of a process may be charged with a misdemeanour.
10. Any staff auditor who receives orders to run an illegal process must report the matter at once to HCO Ethics or Saint Hill, requesting that the person so advising be charged with endangering the staff auditor's job and repute.

STUDENT REGULATIONS

11. Former regulations for students are abolished.
12. Students are covered as Scientologists by the HCO Ethics Codes and may request recourse from injustice and have the same privileges as any field Scientologist.
13. Tech Secs, Ds of T, Supervisors and Instructors as well as Qualifications Division

personnel may request a Court of Ethics from the Department of Inspection and Reports for any student they find it necessary to discipline under the HCO Ethics Codes such discipline being in lieu of a Committee of Evidence. However the student may request a Committee of Evidence instead if he or she feels a wrong is being done.

14. Any student knowingly altering technology, applying processes improperly or using technology illegally on HGC pcs, on lower unit students or the public while a student may be charged with a misdemeanour.
15. A student damaging another by wilful application of incorrect technology may be charged by his Instructors with a Crimp, and a Court of Ethics action must be requested by his Instructors.
16. A student falsely enrolling may be charged by the org with a crime.
17. Blowing a course is handled under Suppressive Acts. If so charged the student may have recourse if applied for before 60 days to the Department of Inspection and Reports Ethics Section.

PRECLEAR REGULATIONS

18. Preclears are covered by HCO Ethics Codes.
19. A preelear may have recourse when feeling unjustly wronged by applying to the Ethics Section of the Department of Inspection and Reports of the org.
20. A preclear refusing to answer an auditing question may be charged by the staff auditor with a "no report" and taken before a Court of Ethics at once.
21. An HGC or staff preclear must report flagrant breaches of the Auditor's Code to the Ethics Section of the Org, but if the report is false beyond reasonable doubt the preclear may be charged with a Suppressive Act.
22. A student preclear or HGC preclear blowing an org without reporting to the Tech Sec, D of P or the Ethics Section first and who will not permit any auditor to handle the matter at the org where the auditing occurred must be fully investigated at any cost by HCO in the pc's own area. The auditing session must be fully investigated by the Ethics Section and if any Auditor's Code breaks are found to have occurred in that auditing the auditor may be brought before a Court of Ethics. The entire matter and its final results must be reported to the Office of LRH at Saint Hill.
23. Charges against HGC or student preclears may also be made by the Tech Sec, the Qualifications Sec, Ds of T, Ds of P, Instructors and staff auditors.

QUALIFICATIONS DIVISION

24. Any person undergoing Review is subject to the same actions as in the HGC or Academy and any personnel of the Qualifications Division may charge students and pes under the Ethics Codes and bring them before a Court of Ethics.
25. Persons charged by Qualifications Division personnel may request recourse if wronged.
26. The Qualifications Division may request a Court of Ethics on Technical Division personnel, preclears and students for false reports, false attestations and no reports as well as other Ethics matters. And the Technical Division personnel may on their part request a Court of Ethics on Qualifications Division personnel, students or preclears.

This policy letter does not change any HCO Codes of Ethics but only augments them for the purposes of assisting peaceful and effective training and processing with the exact technology issued.

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L. RON HUBBARD

[Amended by HCO P/L 27 October 1970, Issue 11,
The Course Supervisor, in the 1970 Year Book.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 APRIL 1965

Gen Non-Rernimeo

ETHICS

CORRECTION TO ALL "JUSTICE" POLICY LETTERS

All Policy Letters headed "Justice" and the word "Justice" should be changed throughout to ETHICS.

A pamphlet is being prepared containing all these bulletins under the title:

Scientology Ethics System.

It will be printed in the U.S. and will be generally available in a few months.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 APRIL 1965

Gen Non-Rernimeo
All Orgs
Sthil Staff

Issue III

Sthil Students

POWER PROCESSES

Only the HGC at Saint Hill and the Case Cracking Section of the Department of Review may use the 3 new Power Levels I recently developed until they have on staff Review CI VI Personnel who have interned at Saint Hill in the Saint Hill Dept of Review.

The processes require the most skilled and exact application and have exact phenomena to be observed which becomes impossible to supervise outside the above departments.

Only Class VI auditors may audit these processes first only at Saint Hill and only under the supervision of Mary Sue Hubbard until they have learned them perfectly.

Training on such processes can be undertaken only by Provisional Class VI auditors after leaving the course, and only enrolled on staff as Internes in the Department of Review or the HGC.

Orgs not having personnel so trained by Intemeship may not use these processes in their Review Departments.

The fact of having a Review personnel trained in Review at Saint Hill does not permit an org to train new Review personnel in the org. Anybody in an ores Review who will be using or supervising the use of Power Processes must have been interned at Saint Hill. Such training, however, gives no right to train others.

Holding this policy firmly guarantees the full success technically in all cases in any org in the world. Avoiding it in any way jeopardizes that success. These power processes are simple. But so is T.N.T.

The reason for this is that there is no adequate repair for errors made in running these processes if their existing remedies are also goofed.

The strongest, swiftest Ethics action must follow any slightest violation of the above for these processes alone guarantee sweeping success for Scientology on the roughest cases everywhere.

Any auditor who discovers that the pc he is auditing has been illegally audited previously on a power process or any higher level process for which the pc is not graded must report the matter at once to the nearest HCO Ethics Section by collect wire or 'phone call.

R6 NEW STUDENTS

Before enrolment in the R6 unit of the SHSBC all students who have not been run on the Power Processes and who have any slightest difficulty with R6 EW must be ordered at once to the Review Case Cracking Section for Power Processes.

Any student not showing adequate case gain on the course must be ordered to the Review Case Cracking Section.

The Power Processes must not appear on any check sheet.

TRUSTED AUDITORS

I reserve. my right to give a process to a trusted Class VI auditor to run on one pc for testing.

REVIEW, ORDERS TO

No D of T or Course Supervisor or Academy Instructor may threaten a student who is disruptive of course discipline with Review auditing or training.

Such students may only be ordered to Ethics.

Auditing may no longer be used as discipline by any Comm Ev or Scientology Executive.

Students who obtain too few passes may be ordered to Review.

Students who are ARC Broken may be ordered to Review.

REVIEW EXPENSES

Any student ordered to the Review Cramming Section or Case Cracking Section is ordered at his or her own expense at prevailing Review rates.

Students who cannot pay and whose credit is compromised may be ordered by Review to the Hardship Section where student auditors who have failed in classification may be needful of pcs to catch up on check sheets or get experience with processes. If no such students are available the hardship case or backward student must simply wait for one to show up if one does.

PACE OF ORG

The organization is geared to the average case and study rate and there is no reason why it should have to pay above its narrow costing allowance for the student who is too bad off or the preclear who cannot gain normally.

PRECLEARERS

When any HGC preclear does not buy enough auditing to attain a case change, and if no result has been obtained, he or she may not be dismissed from the org but must be passed to Review at the preclear's own expense.

It is vital that an HGC pc buy enough auditing to obtain a proper result for his case if it is worse than average. Otherwise the matter passes from the preclear's hands and is taken over by Review.

No "Tailed cases" may be dismissed from the org.

ALL TO QUALIFICATIONS

No student or pc may leave an org by any other exit than through the Department of Examinations.

If students or pcs fail for any reason to be up to required standards they are shunted by Examinations to Review.

If the student or pc passes the Department of Examinations' appraisal, he or she is sent to the Department of Certifications for attestation of attainment and for logging out of the org.

Until so logged the student or pc has not technically left the org.

Departure without logging is "Departure unauthorized" and is treated as a "blow" and passes into the hands of Ethics at once.

ETHICS AND STUDENTS AND PCs

Students and pes shunted about from the Academy or HGC to Examinations, Review and Certification or back again are not considered transferred or subjected to discipline in the Ethics meaning of these words and have therefore no recourse.

The entire object of an org is to produce a satisfactory auditor or higher state of case in the pc and anything that impedes this would be an arbitrary and unreasonable restraint upon an org and its Technical and Qualification Divisions and their personnel.

A student or pc should signify an understanding of this on enrolling in an org for training or scheduling processing. They are buying progress in life and may not act to prevent its occurrence.

If they enter an org they are understood to consider improvement desirable and therefore tacitly agree to be improved by the technology furnished.

L RON HUBBARD

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HUBBARD COMMUNICAT
Saint Hill Manor, East Grin

HCO POLICY LETTER OF
Issue 11

Remimeo
BPI

ETHICS

PETITION

The right to petition must not be denied.

It is the oldest form of seeking justice and a redress of wrongs and it may well be that when it vanishes a civilization deteriorates thereby.

Therefore these policies apply:

1. Any one individual has the right to petition in writing any senior or official no matter how high and no matter by what routing.
2. No person may be punished for submitting a petition.
3. No two persons or more may simultaneously petition on the same matter and if so the petition must at once be refused by the person petitioned. Collective petition is a crime under Ethics as it is an effort to hide the actual petitioner and as there may be no punishment for a petition collective petition has therefore no excuse of safety and is to be interpreted as an effort to overwhelm and may not be regarded as a petition.
4. No generality may be used in a petition such as a report of collective opinion unspecified as to identities. This is to be interpreted as an effort to ARC Break a superior and the petition must be refused.
5. Only one person may petition on one matter or the petition must be refused.
6. Threat included in a request for justice, a favour or redress deprives it of the status of "petition" and it must be refused.
7. Discourtesy or malice in a request for justice, a favour or redress deprives it of the status of "petition" and it must be refused.
8. If a "petition" contains no request it is not a petition.
9. There may be no special form for a petition beyond these policies.
10. A petition which cannot be deciphered or understood should be returned to the sender with a request that it be made legible or comprehensible, but this should not be interpreted as a refusal or acceptance of the petition.
11. A copy of a petition seeking justice against another person or group must be sent that person or group to qualify the request as a petition. No action may be taken by the person or group but he or they should append the copy to their own statement of the matter and send it at once to the executive being petitioned.
12. Petitions are normally directed to the heads of activities such as the head of a portion of an org (HCO or the Org in the persons of the HCO Executive Secretary and the Organization Executive Secretary) or the Continental Heads of orgs or to Mary Sue Hubbard or L. Ron Hubbard.
13. Petitions may not demand Committees of Evidence or punishment for executives but may only state what has happened and request the matter be righted.
14. A petition is itself and is not a form of recourse and making a petition does not use up one's right to recourse.
15. All petitions delivered in person verbally or in person with a note particularly when this restricts a senior's freedom of motion, must be refused.
16. HCO Secretaries or Communicators receiving petitions directed to be forwarded to higher executives which do not comply with these policies should append a

copy of this policy letter to the petition and return it to sender. The sender should then reform the petition into acceptable form and return it on the same channels. When receiving his petition back with this policy letter attached to it, the sender must not assume it has been refused and become apathetic. He or she should realize that a favour has been done for a petition in violation of these policies would *have* to be refused by the person to whom the petitioner addressed it and that by rewording or complying with these policies the petition now has a chance and will undoubtedly be given courteous attention. A petitioner should consider himself fortunate if a discourteous or collective or threatening petition is returned as it would not be regarded as a petition by the executive to whom it is addressed and might colour his or her opinion of the petitioner, perhaps obscuring some real wrong which might well have received attention.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 MAY 1965

Remimeo

ETHICS

PETITIONS

(Add to HCO Pol Ltr 29 April 1965)

No person under sentence or awaiting a Committee of Evidence may validly petition the Office of LRH,

A petition may only be submitted before or after the full course of Scientology Ethics has been taken.

As all Ethics actions such as a Committee of Evidence are reviewed, in effect a line already exists due to the Ethics action and the facts will be on it.

Therefore a communication from a person under legal sentence from Ethics Officers or a person named in a Comm Ev may not petition. Ethics actions must be permitted to take their course.

A protest from Ethics actions worded as a petition routinely causes further investigation as the "petitioner" is actually only protesting Ethics actions and is handled as such.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 APRIL 1965
Issue III

Remimeo

**ETHICS
REVIEW**

(Correction to HCO Pol Ltr 24 April 1965
and additional Ethics data)

As per HCO Pol Ltr of 28 April 1965, and others of later date, orders to auditing or training may not be made as a sentence or used in an Ethics Court or by a Comm Ev or any other reason. Auditing and training are awards:

A student who is disruptive of discipline and acts contrary to the Ethics Codes may not be ordered to Review by the D of P, D of T or Ethics personnel or other persons in an erg.

ORDERING STUDENTS & PCs

Tech and Qualifications personnel, particularly the Tech Sec and Qual Sec and D of Estimations, the D of P and D of T, D of Exams and D of Review and D of Certs may order students or pcs to Review or to course or to HGC or anywhere in and around these two Divisions without any SthicS action being implied. It is just normal, done to get students and pcs on the road to higher levels.

Ethics actions may only suspend training or deny auditing.

Therefore, a student ordered to Ethics for discipline who does not then give, adequate promise and example of good behaviour and compliance must be thoroughly investigated even to his or her own area and in the meanwhile may not be trained or processed.

The student, however, may not be dismissed or expelled unless full Ethics actions and procedures have been undertaken.

All sentences carrying a denial of training or processing must carry a means of the right to be trained or processed being restored in a specified time or under specified conditions.

STUDENTS AND PCs & ETHICS

The routine action of Ethics is to request a reappraisal of behaviour and a signed promise of good behaviour for a specified time

~. If the student or pc refuses to so promise, then the next action of Ethics is an investigation of the student's course or pc's processing behaviour. When then confronted with the data, if the student still refuses to promise, Ethics undertakes a full investigation in the student's or pc's own area. If the student or pc still refuses to co-operate, the student goes before a Court of Ethics which may pass sentence.

RECOURSE

Only after sentence has been passed by a legal body such as a Court of Ethics or Committee of Evidence or after an illegal disciplinary action may a student or pc ask for a *recourse*.

Normally before asking for recourse a student or pc *petitions* the Office of L Ron Hubbard if unwilling to accept the discipline but this must be done at once.

If the petition is unfavourably acted upon, the student or pc may ask for recourse.

Recourse must be requested of the Convening Authority that had local jurisdiction over the student or pc and may not be requested of higher authority. A request to higher authority than the Ethics activity that passed sentence is a *petition*, not recourse.

COMMEV

A Committee of Evidence is considered the most severe form of Ethics action.

One must not be idly threatened or requested.

Only a Comm Ev can recommend suspension or remove certificates or awards or memberships or recommend dismissal.

The Office of LRH passes on all Comm Ev findings before they can go into effect.

A staff member may not be suspended or demoted or transferred illegally out of his Division or dismissed without a Committee of Evidence.

Only after that action, (or wrongful demotion, transfer or dismissal) as above, may recourse be requested.

Students or pcs, however, may be transferred, demoted in level or grade by a Court of Ethics. And the action of sending the student or pc to a Court of Ethics is of course a type of suspension which may be prolonged in the face of non-cooperation.

A student or a pc is not a staff member in the Ethics sense of the word by simple enrolment on a course or in an HGC or Review.

A staff member who is temporarily a student or pc in the Academy or Review or the HGC is not covered as a student or pc by his staff member status. He may be transferred about or demoted as a student or pe by Tech and Qual personnel or suspended as a student or pe by Ethics. This however may not affect his staff member status as a staff member. Because he or she is transferred or demoted or suspended by Tech personnel or Ethics when a student or pe does not mean he or she may be transferred, demoted or dismissed from his or her regular staff post unless the person's staff status permits it.

POTENTIAL TROUBLE SOURCES

Staff members found to be Potential Trouble Sources are handled like any other Potential Trouble Source-but unless Provisional or Temporary, may not be affected by this in their staff post. They are of course denied auditing or training until they handle or disconnect but this may not also suspend, transfer or dismiss them (unless of Provisional or Temporary status).

This Ethics action (the Potential Trouble Source) is in lieu of any discipline and disciplinary actions that go beyond temporary suspension of training or processing until the matter is settled, must be undertaken by a Court of Ethics or a Comm Ev.

ARC BROKEN STUDENTS OR PCS

An ARC Break is not an extenuating circumstance in Ethics or disciplinary matters and is only taken into account on the person of the auditor who made the ARC Break and didn't repair it.

The plea of "ARC Broken" is inadmissible in any Ethics matter as a defence or justification of misdemeanours, crimes or high crimes.

LIGHT TOUCH

Scientology Ethics are so powerful in effect, as determined by observation of it in use, that a little goes a very long ways.

Try to use the lightest form first.

Students are quite caved in by it when it is applied, by actual observation.

Our lines are too powerful and direct and what we mean to a person's future, even while he or she is nattering, is so well understood down deep that Ethics action is a far worse threat than mere wog law.

The being who is guilty knows with certainty that he is offending against the future of all, no matter what his surface manifestations or conduct. Further, wldle wog law at the worst can only cause him or her some pain and a body by execution or one lifetime's loss of liberty, we threaten his eternity. Even while he screams at us he knows this down deep.

My first instance of this was a very dangerous psychotic who was largely responsible for a great deal of the public commotion in 1950. This person desisted and caved in the moment the thought was suggested to her by a non-Dianetic friend that she was threatening all Mankind. She suddenly saw it as truth and instantly gave up all attacks and utterances.

Even the fellow who could push the button on atomic war knows, really, it's only one lifetime per person he is blowing up, only one phase in earth's existence he or she is destroying. That we exist here could actually restrain him. The mere destruction of a planet might not as it's temporary.

Our discipline is quite capable of driving a person around the bend because of what he or she is attacking.

Therefore we can all too easily make a person feel guilty by just a whisper.

I've now seen a student, simply asked a question by Ethics, promptly give up and ask for his Conun EY and expulsion. He hadn't done more than a poor auditing job. Nobody was talking about a Comm EY or expulsion and he had not a bit of defiance in it. He just caved right in.

You are threatening somebody with oblivion for eternity by expulsion from Scientology. Therefore realize that an Ethics action need not be very heavy to produce the most startling results.

Down deep they know this even when they are screaming at us.

One Suppressive Person who had committed a High Crime of some magnitude, went quite insane after departing Scientology and then realizing what he had done.

Therefore, use Ethics lightly. It is chain lightning.

LEVELS OF ETHICS ACTIONS

Ethics actions in degree of severity are as follows:

1. Noticing something non-optimum without mentioning it but only inspecting it silently.
2. Noticing something non-optimum and commenting on it to the person.
3. Requesting information by Ethics personnel.
4. Requesting information and inferring there is a disciplinary potential in the situation.
5. Talking to somebody about another derogatorily.
6. Talking to the person derogatorily.
7. Investigating in person by Ethics.
8. Reporting on a post condition to Ethdes.

9. Reporting on a person to Ethics.
10. Investigating a person by interrogating others about him.
11. Asking others for evidence about a person.
12. Publishing an interrogatory about a person that points out omissions or commissions of Ethics offenses.
13. Assigning a lowered condition by limited publication.
14. Assigning a lowered condition by broad publication.
15. Investigating a person thoroughly in his or her own area.
16. Interrogation stated to be leading to a Court of Ethics.
17. Interrogation in a Court of Ethics.
18. Sentencing in a Court of Ethics.
19. Suspending a Court of Ethics sentence.
20. Carrying out a Court of Ethics discipline.
21. Suspension or loss of time.
22. A Committee of Evidence ordered.
23. A Committee of Evidence publicly ordered.
24. Holding a Committee of Evidence.
25. Findings by a Committee of Evidence.
26. Submitting findings of a Committee of Evidence for approval.
27. Waiting for the findings to be passed on or carried into effect.
28. Suspending findings for a period for review.
29. Modifying findings.
30. Carrying findings into effect.
31. Publishing findings.
32. Demotion.
33. Loss of Certificates or awards.
34. Denial of auditing or training by a Comm Ev for a considerable period of time.
35. Dismissal.
36. Expulsion from Scientology.

The above is a rough guide to the severity of discipline.

Note that none of it carries any physical punishment or detention.

Short suspension of training **OR** processing up to ninety days is considered under 18. above and is not to be compared with 34. where the time is measured in years.

Just issuing the Ethics Codes is itself a sort of discipline but it is more broadly welcomed than protested as it means greater peace and faster accomplishment.

L. RON HUBBARD

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[Note: (Quoting LRH ED 70 INT 16 December 1968) "AN OPERATING STANDARD KULE-No matter how stiff the Ethics action is you have to apply to keep the show on the road, remember this: YOU MUST KEEP THE DOOR OPEN-IF IT'S ONLY A CRACK."]

HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 30 APRIL 1965

Remimeo

EMERGENCY, STATE OF

When an org or portion of an org has consistently down statistics (O.I.C *) or numerous non-compliances or offences, it is declared to be in a STATE OF EMERGENCY. This can be assigned to a unit, sub-section, section, department, division or the entire organization. It is not assigned to a person.

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

The condition is assigned only by the Office of LRH.

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

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

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

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

ETHICS STIFFENED

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

CREDIT WORTHLESS

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

NO NEW PERSONNEL

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

RIGHTS

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

STATUS

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

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

6. Deputy, Acting and Provisional assignments and appointments are cancelled throughout the portion.
7. The fact of having been part of a portion which did not recover is filed in the personnel files of each staff member present in that portion at the moment the State of Emergency was assigned, and the statement is made on a red sheet of paper.
8. The executive personnel will be ordered before a Committee of Evidence to the

end of removing them from the portion or demotion. In the case of an org this is done by a senior org and in the case of Saint Hill by the Office of LRH.

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

The State is not idly assigned and is assigned only after a steadily declining statistic or a series of non-compliances or offences resulting in overwork for seniors of the org or near catastrophe.

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

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

HOW TO PREVENT AN EMERGENCY

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

to bring about or continue an Emergency Condition than by failing to comply with the exact orders being issued in an effort to end it.

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

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

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

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

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

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

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

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

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

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

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

L. RON HUBBARD

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

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 MAY 1965

Rernimeo Staff Meinber Hats Executive Hats

STAFF MEMBER REPORTS

Staff Members must personally make certain reports in writing.

Failure to make these reports involves the executive or staff member not making a report in any offence committed by a junior under him, or, in case of job endangerment, by a senior over him.

These reports are made to the Ethics Section of the Department of Inspection and Reports.

The report form is simple. One uses a clip board with a packet of his division's colour flash paper on it. This includes a piece of pencil carbon paper. This is the same clip board and carbon one uses for his routine orders.

It is a despatch form addressed simply to the Ethics Section. It is dated. It has under the address and in the centre of the page the person or portion of the org's name. It then states what kind of a report it is (see below).

The original goes to Ethics by drawing an arrow pointing to "Ethics" and the carbon goes to the person or portion of the org being reported on by *channels* (B routing).

The following are the reports required:

1. *Damage Report.* Any damage to anything noted with the name of the person in charge of it or in charge of cleaning it.
2. *Misuse Report.* The misuse or abuse of any equipment, materiel or quarters, meaning using it wrongly or for a purpose not intended.
3. *Waste Report.* The waste of org materiel.
4. *Idle Report.* The idleness of equipment or personnel which should be in action.
5. *Alter-Is Report.* The alteration of design, policy, technology or errors being made in construction.
6. *Loss or Theft Report.* The disappearance of anything that should be there giving anything known about its disappearance such as when it was seen last.
7. *A Found Report.* Anything found, sending the article with the despatch or saying where it is.
8. *Non-Compliance Report.* Non-Compliance with legal orders.
9. *Dev-T Report.* Stating whether Off-Line, Off-Policy or Off-Origin and from whom to whom and subject.
10. *Error Report.* Any error made.
11. *Misdemeanor Report.* Any misdemeanor noted.
12. *A Crime Report.* Any crime noted or suspected but if suspicion only it must be so stated.
13. *A High Crime Report.* Any high crime noted or suspected but if only suspected must be so stated.

14. *A No-Report Report.* Any failure to receive a report or -an illegible report or folder.
15. *A False Report Report.* Any report received that turned out to be false.
16. *A False Attestation Report.* Any false attestation noted, but in this case the document is attached to the report.
17. *An Annoyance Report.* Anything about which one is annoyed, giving the person or portion of an org or org one is annoyed with, but the Department of Inspection and Reports and a senior org are exempt and may not be reported on.
18. *A JOB Endangerment Report.* Reporting any order received from a superior that endangered one's job by demanding one alter or depart from known policy, the orders of a person senior to one's immediate superior altered or countermanded by one's immediate superior, or advice from one's immediate superior not to comply with orders or policy.
19. *Technical Alter-Is Report.* Any ordered alteration of technology not given in an **HCOB, book or LRH** tape.
20. *Technical Non-Compliance Report.* Any failure to apply the correct technical procedure.
21. *Knowledge Report.* On noting some investigation is in progress and having data on it of value to Ethics.

These reports are simply written and sent. One does *not* expect an executive to front up to personnel who err. One *does* expect an executive to make a report routinely on the matter, no matter what the executive also does.

Only in this way can bad spots in the organization be recognized and corrected. For reports other than one's own collect and point out bad conditions before they can harm the org.

These reports are filed by Ethics in the Ethics files in the staff member's folder or in the folder of the portion of the org. A folder is only made if Ethics receives an Ethics Report.

Unless the staff member is part of a portion or an org that is under a state of Emergency, FIVE such reports *can* accumulate before Ethics takes any action. But if the report is deemed very serious, Ethics may take action at once by investigating.

If a State of Emergency existed in that portion of the org or org, ONE report can bring about a Court of Ethics as there is no leeway in an Emergency Condition.

The most serious reports, which are the only ones taken up at once, are technical alter-is, non-compliance, any false reports, false attestations, no reports, misdemeanours, crimes and high crimes. The others are left to accumulate (except in Emergency when *all* reports on that portion or org are taken up at once).

CLEANING THE FILES

An amnesty for a portion or an org or a general amnesty can be declared by the Office of LRH Saint Hill. An amnesty will be effective up to a date three months before it is issued. The Ethics files are therefore nullified previous to the date declared in the Amnesty.

An amnesty signalizes a feat of considerable moment by a portion of an org or an org or Scientology.

An HCO Executive Letter can compliment a portion of an org or an org and wipe out the Ethics Files of the portion of an org or the org complimented. An award is usually added for the persons responsible.

An assignment of a State of Normal Operation after an Emergency (but not assigning affluence) cleans the portion of an org or the org's Ethics Files.

An *individual* may clean his own file by approaching Ethics and offering *to make amends*.

The person may be shown but may not touch his Ethics files which are always kept locked when the office is empty. The person should present a written and signed *Amends Project Petition* to Ethics. Ethics attaches the person's file to it and sends it safely to the Office of LRH "Ethics Authority Section". If accepted as adequate amends by the Office of LRH it is authorized by the "Ethics Authority Section" and returned to Ethics which places it on its "Projects Time Machine".

When accomplished the *Amends Project* is taken off the Time Machine and forwarded to the Inspections Section which inspects and verifies it is done and sends all to the Office of LRH "Ethics Authority Section" which then authorizes the retirement of the reports on the person.

If the project comes off the Time Machine without being done, the matter goes at once to a Court of Ethics.

Any *Amends Project* must benefit the org and be beyond routine duties. It may not only benefit the individual. Offers to "get audited at own expense in Review" are acceptable as auditing will benefit everyone.

"To get trained at own expense up to and serve the org two years afterwards" is acceptable amends. But the person's staff pay is also suspended entirely during any auditing or training undertaken as amends. "To get another department's files in order on my own time" would be acceptable amends. Getting a celebrity into Scientology would be acceptable amends. No work one would normally do himself on post is acceptable amends. A donation or fine would not be acceptable amends. Doing what one should do anyway is not amends, it is the expected. No org funds may be employed in an Amends Project.

No amends are thereafter accepted if the person has failed to complete an amends project since the effective date of the last amnesty applying to the person's portion or org.

Any bonus *specifically given by the person's name* also cleans the person's Ethics Files without comment.

The responsibility for handling the cleaning of files is that of the Ethics Section of the Department of Inspection and Reports which notes amnesties, compliments and specific bonus awards and handles its Ethics files accordingly.

No *Amends Projects* may be accepted except through the Office of LRH and a superior may not bring a junior who wishes his files cleaned by Amends into Ethics and assist him to make the proper project applications. It must be voluntarily done by the junior.

No amnesties, compliments or bonuses may be made or declared except by the Office of LRH and authorized also from Saint Hill.

L RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 MAY 1965
Issue 11

Gen Non-Remimeo Academy Hats

RESULTS OF HCO TECHNICAL INVESTIGATION

When an investigation into any technical false report, false attestation or no report, or one of the three conditions of Potential Trouble Source, Withholdy pc or Suppressive Person amongst students or preclears is made by HCO, a report of the result of same must be forwarded to the Technical Secretary by HCO.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, **Sussex**

HCO POLICY LETTER OF 11 MAY 1965

Rernimeo

Ethics Officer HAT

HCO Exec Sec HAT

HCO See HAT

Dir Insp & Rpts HAT

Ethics Section

Personnel HAT

HCO DIVISION

ETHICS OFFICER HAT

STAR CHECK OUT BY DIRECTOR OF

*EXAMS ON HATS LISTED
(EFFECTIVE AT ONCE)*

This is a quick outline of the activities of the Ethics Officer.

The purpose of the Ethics Officer is "To help Ron clear orgs and the public if need be of entheta and enturbulation so that Scientology can be done."

The activities of the Ethics Officer consist of isolating individuals who are stopping proper flows by pulling withholds with Ethics technology and by removing as necessary potential trouble sources and suppressive individuals off org comin lines and by generally enforcing Ethics Codes.

The technology of how this is done is quite precise.

In a nutshell, (a) one finds an imperfect functioning of some portion of the org and then (b) finds something that one doesn't understand about it and then (c) interrogates by despatch the individuals in that portion connected with the imperfect functioning.

Just those three steps done over and over are usually quite enough to keep an org running quite smoothly.

On first taking over post in an enturbulated org, or in viewing a portion of the org in an enturbulated condition the actions of the Ethics Officer consist of:

(1) Run back entheta by asking for names of who said it to the person who is now saying it, (2) locate those persons and find out who told them and then (3) look amongst *those names* for no-case-change or for potential trouble sources. Bill voices a rumour (usually with a "they" say -----). The Ethics Officer asks Bill what "they's" name is, Bill thinks and finally says it was Pete. The Ethics Officer locates Pete and asks Pete who told him, and when Pete says "they" the Ethics Officer finds out what "they's" name is. Pete says it was Agnes. Ethics Officer locates Agnes. Agnes maintains it is true and can't say who said it. Ethics Officer looks up Agnes' case folder or puts Agnes on a meter and sees by high or very low TA that he has a Suppressive. Or he finds Agnes has a suppressive husband and that she is a Potential Trouble Source.

The Ethics Officer then handles it as per Ethics Policy Ltrs.

In short, rumour comes from *somewhere*. *The* somewhere is a Potential Trouble Source or a Suppressive. One runs it down and applies the remedies contained in Ethics HCO Policy Letters to that person.

An Ethics Officer's first job is usually cleaning up the org of its potential trouble sources and requesting a Comm Ev for the Suppressives. That gets things in focus quickly and smooths an org down so it will function.

Then one looks for *down* statistics in the OIC Charts. These aren't understandable, of course, so one interrogates by sending Interrogatives to the people concerned. In their answers there will be something that doesn't make sense at all to the Ethics Officer-Example "We can't pay the bills because Josie has been on course." The Ethics Officer is only looking for something he himself can't reconcile. So he sends Interrogatives to the person who wrote it *and* to Josie. Sooner or later some wild withhold or even a crime shows up when one does this.

The trick of this "Org Auditing" is to find a piece of string sticking out-something one can't understand, and, by Interrogatives, pull on it. A small cat shows up. Pull with some more Interrogatives. A baby gorilla shows up. Pull some more. A tiger appears. Pull again and Wow! You've got a General Sherman tank!

It *isn't* reasonable for people to be lazy or stupid. At the bottom you find the *real* cause of no action in a portion of an org or continuous upset.

When you have your General Sherman, call a Court of Ethics on it. Or take action. But in actual fact you have probably already fixed it up.

There's always a *reason* behind a bad statistic. Send out Interrogatives until you *have the real reason* in view. It will never be "Agnes isn't bright." It is more likely, Agnes is on a typing post but never knew how to type. Or worse-the D of P audits org pcs for his own profit. Or the D of T simply never comes to work.

The real explanation of a down statistic is always a very easily understood thing. If you Interrogate enough you'll get the real explanation and then you can act.

Never use conduct for anything but an indicator of what you should interrogate.

Never buy rumours as generalities. *Somebody* said them and that somebody has a *name*. Get the name.

FILING

Filing is the real trick of Ethics work. The files do all the work, really.

Executive Ethics reports patiently filed in folders, one for each staff member, eventually makes one file fat. There's your boy.

Call up a Court of Ethics on him and his area gets smooth.

Whatever report you get, file it with a *name*. Don't file by departments or Divisions. File by *names*.

The files do 90% of the work. When one file gets fat, call the person up for Ethics action.

TIME MACHINE

Run a Time Machine and let it accumulate data for you.

The orders that fall off of it that weren't complied with should be reported to the senior issuing them.

But file those non-compliances. Soon, a file gets fat and we know why the org isn't running in one of its portions.

POLICY

All Ethics policy applies to the actions of an Ethics Officer.

But the above is his workaday world, auditor to the org, filing his replies, watching for the fat file and then calling a Court on it.

That way an org soon begins to run like a well greased river, doing its job in a happy atmosphere.

Be as sudden and swift and unreasonable as **YOU** like. You aren't there to win a popularity contest.

Make Executives report all those Ethics items they should. Make them write their orders and send you a copy. Make your Comm Centre give you the responses for pairing with the copies. File carefully and call the lightning down on the person who gets a fat Ethics file.

It's an easy job. Mostly admin. But so is all Intelligence work. The files do the job if you make people report and if you file well yourself.

And when you feel exasperated and balked and feel like taking it out on somebody, do so by all means.

Whoever heard of a tame Ethics Officer?

The sanity of the planet is all that is at stake.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, **Sussex**

HCO POLICY LETTER OF 16 MAY 1965
Issue 11

Gen Non-Rernimeo

HCO Div I
Dept Insp & Rpts (Dept 3)
Ethics Section

INDICATORS OF ORGS

Just as pcs have indicators so do orgs,

There is a probable long list of Good Indicators. When these are present, Ethics is quiet and hangs onto an interrogation, etc only long enough to get policy and technology in.

There is a probable long list of BAD Indicators. When these are present Ethics becomes industrious in ratio to the number of bad indicators.

The first indicators, Good or Bad, are Statistics-the OIC graphs for units, sections, departments, divisions and the org. When these are rising, the rise is a GOOD INDICATOR.

When these are falling the fall is a BAD INDICATOR.

The second of these indicators, good or bad, is TECHNICAL GAINS. When technology is in cases are gaining. This is a Good Indicator. When technology is *out*, cases are losing. This is a Bad Indicator.

Ethics only exists to hold the fort long enough and settle things down enough to get technology in. Ethics is never carried on for its own sake. It is pushed home only until technology is functioning and then technology resolves matters and Ethics prowls off looking for other targets.

We don't hang people because we started to hang them and so must do so. We start to hang people and keep right on tying the noose in a workmanlike fashion right up to the instant we can get tech in-which of course makes the noose unnecessary.

But if tech never does get in then we complete the hanging.

You will find if you *label* a Suppressive you will some day get him back and get tech in on him. If you don't ever label they wander off and get lost.

Labelling as a Suppressive is our hanging.

When things are bad (Bad Indicators heavily visible) putting a body on the gallows is very salutary. We call it "Putting a head on a pike". Too many BAD Indicators and too goofed up a situation and we *must* put a head on a pike. Then things simmer down and we can begin to get tech in.

That's the whole purpose of Ethics-to *Get Tech IN*. And we use enough to do so, to get correct standard tech in and being done.

When there are lots of bad indicators about-low and failing statistics, goofed cases, we get very handy with our Interrogatories and put the place very nearly under martial law-we call this a State of Emergency. Once Emergency is declared, you

usually have to put a head or two on a pike to convince people that you mean it. After that necessity level rises and the place straightens up. If an Emergency is *continued* beyond a reasonable time, we resort to very heavy discipline and Comm Ev the executives who wouldn't get off it.

Ethics, then, is applied to the *degree* required to produce the result of getting tech in. Once tech is really in on a person (with a case gain) or a tech division, let us say, and auditors actually audit standard processes by the book, we *know* it will resolve and we ease off with Ethics.

Ethics, then, is the tool by which you get Good Indicators In by getting tech in. Ethics is the steam roller which smooths the highway.

Once the road is open we are quite likely to skip remaining investigation and let it all be.

But somebody promising to be good is never good enough. We want statistics. Bettered statistics.

SYMPTOMS OF ORGS

Orgs have various symptoms which tell us how things really are Ethio-wise.

One of these is Dilettantism.

DILETTANTE-ISM

Dilettante = One who interests himself in an art or science merely as a pastime and without serious study.

In an org, this manifests itself with "people should live a little." "One needs a rest from Scientology." "One should do something else too." All that kind of jazz.

It also manifests itself in non-consecutive scheduling, part-time students, "because things are different in this town and people can come only two nights _". Ask what they do with other nights. Bowling. Horse-racing.

Boy, you better mark the case folders of staff. You have a Suppressive aboard. Maybe six.

Scientology, that saves lives, is a modern miracle, is being compared to bowling. Get it?

That org or portion just isn't serious. Scientology is an idle club to it, an old lady's sewing circle. And to somebody, selling training and auditing are just con games they put over on the public.

SUPPRESSIVES!

Root them out.

WILD RUMOURS-This Symptom is caused by Potential Trouble Sources. Find whose case roller-coasters (gets better, gets worse). Investigate. You'll find a Suppressive or two outside the org.

Put a head on a pike with an HCO Ethics Order and publish it widely.

ARC BROKEN FIELD-The Johannesburg Comm Ev Order of last week is a perfect method of handling the situation. Appoint a Comm Ev Chairman to inquire into matters and form a list of interested parties based on reports he will now receive.

BAD TECH-When results just don't happen in the Academy, HGC or Review one or another, look for the Potential Trouble Sources and Suppressives. Only they ran

keep tech out. Put a big head on a pike and then begin to interrogate every slip in the place. Suddenly Tech is in again.

There are many such symptoms.

AT THE ROOT OF EVERY BAD CONDITION WILL **BE FOUND A SUPPRESSIVE PERSON.**

Locate your Potential Trouble Sources by locating passers of rumours, etc. Then locate the Suppressive and shoot.

Calm reigns. Tech is in.

And that's all one means to accomplish.

Today TECHNOLOGY WORKS ON EVERY CASE. If the local org can't handle a case, Saint Hill can.

If you get tech in well enough in an org, tech handles all. Beautifully. But if it is out, only Ethics can bat down the reasons it can't be gotten in.

OPTIMUM STATE

The optimum state of an org is so high that there is no easy way to describe it. All cases getting cracked, releases and clears by the hundreds, command of the environment. Big. That's an optimum state for *any* org.

If it isn't rising *toward* optimum today, it is locally being held down.

The viewpoint of Ethics is there is no adequate reason ~why an org is stumbling except Ethics reasons. Let others take care of any other lacks. Ethics *never* gets reasonable about lack of expansion. If Ethics shoves hard enough others will get a high .9 enough necessity level to act.

So when an org is low:

Find out where its statistics are down and who is a PTS or an SP and ACT.

That's the job of Ethics. Thus little by little we take off the brakes for a cleared Earth.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, **Sussex**

HCO POLICY LETTER OF 27 MAY 1965

Rernimeo
Sthil C1 V11 Course
Students
Sthil Staff
Ethics HATS
Star-Rated Check

Qual & Tech Divs
AIHATS
HCO Div
AIHATS
PROCESSING

Since 1950 we have had an iron bound rule that we didn't leave pes in trouble just to end a session.

For fifteen years we have always continued a session that found the pe in trouble and I myself have audited a pc for nine *additional hours*, all night long in fact, just to get the pe through.

Newer auditors, not trained in the stern school of running engrams, must learn this all over again.

It doesn't matter whether the auditor has had a policy on this or not-one would think that common decency would be enough as to leave a pc in the middle of a secondary or an engram and just coolly end the session is pretty cruel. Some do it because they are startled or afraid and "Rabbit" (run away by ending the session).

Auditors who end a process or change it when it has turned on a heavy somatic are likewise ignorant.

WHAT TURNS IT ON WILL TURN IT OFF.

This is the oldest rule in auditing.

Of course people get into secondaries and engrams, go through misemotion and heavy somatics. This happens because things are running out. To end off a process or a session because of the clock is to ignore the real purpose of auditing.

The oldest rules we have are

- (a) GET THE PC THROUGH IT.
- (b) WHAT TURNS IT ON WILL TURN IT OFF.
- (c) THE WAY OUT IS THE WAY THROUGH.

These now are expressed as POLICY.

A falsified auditor's report is also subject to a Court of Ethics.

Any auditor violating this policy letter is liable to an immediate Court of Ethics convened within 24 hours of the offence or as soon as is urgently possible.

Auditing at all levels works *well* when it is done by the book.

The purpose of Ethics is to open the way for and got in Tech.

Then we can do our job.

THERE IS NO MODERN PROCESS THAT WILL NOT WORK WHEN EXACTLY APPLIED.

Therefore in the eyes of Ethics all auditing failures are Ethics failures-PTS, Suppressive Persons as pes, or non-compliance with tech for auditors.

And the first offence an auditor can commit is ceasing to audit when he is most needed by his pe.

Hence it is the first most important consideration of Ethics to prevent such occurrences.

Then we~ll make happy pes, Releases and Clears.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 MAY 1965

St Hill Staff St Hill Students

NOISE

SESSION INTERRUPTION

There are many auditing sessions going on at Saint Hill, particularly in the area of the huts and the Canteen.

Persons walking in the vicinity of this area should do so quietly.

Students on breaks should not congregate in this area, and if they have to frequent this area, should maintain the utmost quiet.

Students on breaks congregating elsewhere should keep their noise to a minimum, and be particularly careful not to make loud sudden noises-loud bursts of laughter, shouting, whistling and noisy conversation are definitely OUT.

As such noises are very interruptive of processing, persons making such are to be reported to Ethics. The following penalties will automatically accrue; without recourse:

One report will be a suspension of training for one week.

Two reports will be declaration of the offender as a Suppressive Person.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 JUNE 1965

Gen Non-Rernimeo

**HCO DIV I
ETHICS SECTION**

WRITING OF AN ETHICS ORDER

When writing an Ethics Order, don't ARC Break its *readers* by leaving out the data.

Don't create a mystery. Example of Wrong phrasing: "Woody McPheeters is declared a Suppressive Person. He stopped a student from coming on course." That leaves out all the data. Leaves questions - Where did it happen? Is it in our area? What did he do? Who did he do it to? What's the evidence? Correct Example: "WOODY MCPHEETERS in Baltimore, U.S.A. is declared a Suppressive Person. On (date) he discouraged Fred Fairchild from taking the Saint Hill Course by writing to him lies about the course, well known by said McPheeters to be false statements. Evidence: Letter from McPheeters dated --- to -- now available in Ethics Files. Charge: Suppression of a Scientologist and barring his way to Release and Clear. Findings by former evidence of course record and this: Suppressive Person. All Certs etc."

Don't be unspecific or you leave people in a huge mystery.

Ethics Orders are supposed to run group engrams out, not in!

Always put in what you know, nothing you don't know, and only what you have evidence or witnesses for. Ethics Orders are issued on real data, not opinion.

WHAT THEY DID

Don't issue orders saying "made derogatory statements about Ron," or "suppressed Scientology." Obviously that's quite impossible as a charge.

1. No statement could possibly injure Ron. It's quite impossible to "spoil Ron's reputation" or "upset Ron" by some suppressive utterance. Ethics weren't made to defend Ron. Statements "about Ron" are just indications of suppression. This is never used in an Ethics Order. Just omit statements or charges about Ron.

2. Suppressives can only restim people's banks. They have no power at all. To infer one could do much to Scientology is silly.

All such charges are based on a Suppressive's actions against other persons and Scientologists or groups. These can be restimulated and can be made to wobble about. Some man forbidding his wife auditing is pronounced Suppressive "for forbidding his wife auditing on date - by --."

PTS

The Potential Trouble Source is also named as to why and with what Suppressive Person he or she is connected.

Often no Ethics Order is issued on a PTS. They disconnect at once when the Suppressive is named.

THE RIGHT SUPPRESSIVE

Always find the right Suppressive or *all* the Suppressives in examining and declaring a PTS.

If you name the wrong one or err in that it's a group not a person the PTS won't disconnect.

If you name the real person or group the PTS gets a meter blow down, sighs with relief and disconnects.

Suppressive Persons or groups deal in such generalities, the PTS is often quite blind to the real one.

Be very careful here. It's the only way to goof handling a PTS.

LABELLING

Never be afraid to issue orders that label somebody an SP if you have the real evidence.

If you label them you get them back in some day. If you don't label them, they are *far* more likely to vanish forever.

Labelling them is a kind action.

If you are frightened of civil suits because of an Ethics Order, just remember to issue them only when you have the evidence.

CIVIL ACTIONS

Ethics *can* handle any Civil Action amongst Scientologists.

Two data are the Biggest Senior data in Law:

1. IF YOU DON'T PROVIDE FAST, *CHEAP* JUSTICE, PEOPLE WILL TAKE IT INTO THEIR OWN HANDS AND WRECK ONE ANOTHER;
2. LAWS CAN ONLY BE ENFORCED, IF THEY SPRING FROM THE CUSTOMS AND HABITS OF A PEOPLE.

Good Scientologists swarm in under Ethics. Bad ones howl. The good ones comprise 80%. The bad ones comprise 20%. The majority rules. We have Ethics.

Civil Actions are what the group demands. By Civil is meant disputes-marriages, separations, settlements, child care, money owed, that sort of thing.

We must handle these. Fairly. It's done by an Ethics Order Convening an Ethics Hearing naming the parties and purpose. It summons them to a person appointed to Hear it, a time and a place. The hearer decides what's to be done between or amongst them.

But this *firm policy exists*:

NO CIVIL MATTER IN AN ETHICS HEARING MAY BE DECIDED BY RECOURSE TO TECHNOLOGY.

There is no "get processed" finding in a Civil Ethics Hearing. Or an "until processed." The decision is made *there* and *then* on its own merits and no dependency on tech.

All Civil matters in writing an Ethics Order are headed CIVIL HEARING.

This removes the idea the disputants are in trouble with Ethics. They aren't. They're in trouble with each other. Say so. And what kind of trouble and how much and who is suing who.

Write a nice informative Ethics Order. Don't leave anyone in mystery. Mysteries cause trouble and the purpose of Ethics is PEACE IN WHICH WE CAN GET IN TECHNOLOGY.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 JUNE 1965

Reruirneo
All Executive HATS

ALL DIVISIONS

ENTHETA LETTERS

AND THE DEAD FILE, HANDLING OF

DEFINITIONS

AN ENTHETA LETTER = is a letter containing insult, discourtesy, chop or nastiness about an org, its personnel, Scientology or the principal figures in Scientology. En = Enturbulated; theta = Greek for thought or life. An Entheta Letter's nastiness is aimed at the org, its personnel, Scientology or the principal figures of Scientology. It is different from an Ethics Report (below). It is routed only as given in this Policy Letter.

AN ETHICS REPORT = is a report to Ethics (or by error, to the org) concerning the misuse or abuse of technology or the misconduct of a Scientologist. This is routed directly to the Ethics section and becomes a subject for investigation. Such a report is not Dead Filed (as will be explained) but may become a Dead File.

A MIXED LETTER = is a letter which is an entheta letter (couched in nasty terms to the org or its personnel) which also contains a report pretending to be an Ethics Report. "You awful people have an awful auditor in the field - ." A Mixed Letter is always routed to Dead Files as given in this Policy Letter. It is simply routed like any Dead File letter. However no names mentioned in it are Dead Filed only because they occur in the letter.

A PETITION = is a polite request to have something handled by the Office of LRH or the Org. If it is not polite it is not a petition and is not covered by the Petition Policy Letters. An impolite "Petition" is handled as an Entheta Letter always.

IMPORTANT = It is important not to Dead File a Scientologist for reporting a bad breach of Ethics. This should be encouraged. However, people on our side make such reports without accusing us. When such reports are also accusative of us they are Dead Filed.

HISTORICAL

Every movement amongst Man runs into the phenomena that when you try to help some people-or help them-they react like mad dogs. Trying to assist them is like trying to give a mad dog medicine. You are liable to be bitten.

The more successful a movement is, the more violent this phenomena becomes.

Such people are Suppressives or belong to Suppressive Groups. Things that make people better put them in terror as to them it means that if others around them were stronger these would devour the person. This is highly irrational. It is a dramatization of an engram the person is defending himself in. People when processed grow stronger but also more rational and less destructive.

Such people number about 20% but make such a fuss they seem like 110% and thus seek to deny the decent 80% service.

This 20% can be processed and can recover only on the Power Processes administered by a Class VII auditor working in an environment well under Ethics control. But even so, this Policy Letter still applies as I doubt they deserve the reward and remember, we don't owe the human race a thing. Handling them even under optimum conditions is rough and hard on an org. I prefer to leave them until later. There is nothing reasonable about their attitude from our point of view. We do our best in a very enturbulated world,

ADMINISTRATION

Efforts to handle the 20% are time consuming.

They take up vast amounts of time. They are not worth it.

When they get too bad we act, using Suppressive Person declarations and Potential Trouble Source declarations.

The fast thing to do is get them off our lines and out of the teeth of staff members and deny them information and communication such as mailings or letters without troubling to consume even Ethics time on them.

If they still get into the cog wheels we act more energetically.

The fast way to handle, we call the DEAD FILE SYSTEM which is described herein.

PLAN OF ORG

Built into our Org Pattern is the principle of fast flow. We move slow or troublesome particles *off* the assembly line and into special slots.

We let the main traffic flow untroubled by checks designed to restrain the very few. This is quite opposite to usual wog organization where the many are penalized to restrain the few.

We could wreck the whole pattern of our orgs by not using it correctly. The Qualifications Division exists to handle flat ball bearings turned out by Tech or old patterns or check sheets or special cases. That keeps the assembly line roaring along. The flat ball bearings are shunted to Review. The round ones keep rolling on the assembly line to a finished product.

The bulk of the public is quite decent. They are polite and appreciative. The bulk of our results are excellent and the 80% majority is pleased with us. That 80% must be served.

The 20% who are mad dogs also have a place to go-the Ethics Section. It is important not to let them into the Admin flow lines. It is important to box them into Ethics. Otherwise they mess up the flow badly.

In the old days when a squawk came through org personnel rushed it to the head of the line, or to the Registrar or anywhere in the org. This gave a weird view. The head of the org or the Registrar or executives began to think it was all mad dog. They only had the 20%. Nobody showed them the 80%. Because the 20% required "special action" and consumed time Registrars would soon believe the Academy and HGC contained only mobs of dissatisfied people. Heads of orgs would begin to believe the public was sour on them. They'd react accordingly. They never went down to CF and really looked. So they got a twisted idea of the state of the org, the workability of tech. They let down. They tended to stop trying, convinced by the minority 20% it was not working,

I recall the shock it was to one org's executives when they found that they had thousands and thousands of highly appreciative letters in their files, appreciating Scientology and what we did and how we did it. That whole executive group had been handed only the entheta letters and people-because there was no place to put them but into executives' hands. They never got the 80% that were sincere thank yous. They were quite stunned. Scientology had been working well in their org for some time. The top brass hadn't found it out.

Therefore it is illegal as can be to handle Entheta Letters or Ethics Reports in any other way than to and by Ethics.

And Ethics personnel now and then must be shown the big wins the org is getting. Otherwise they will begin to think that all is sour, since they handle the sour.

The Org Pattern is made to flow fast. It can only flow fast if its lines are in.

Hence this handling of Entheta Letters and Mixed Letters. They must not be handled in any other way.

THE DEAD FILE

Ethics Files shall include a DEAD FILE.

This File includes all persons who write nasty or choppy letters to an org or its personnel.

Rather than go to the trouble of issuing a Suppressive Person order or even investigating we assign writers of choppy letters to the DEAD FILE. When their area is enturbulated and we want to locate a suppressive we can always consult our DEAD FILE for possible candidates and then investigate and issue an order.

The DEAD FILE is by sections of the Area or the World, and alphabetical in those sections.

The actual action is simply to cut comm. You can always let entheta lines drop. Entheta means En = Enturbulated; theta = thought or life.

About 20% of the human race is inclined to natter. About 21A percent at a guess are suppressive. Under our fast flow system of management we can't tie ourselves up with 20% of the correspondence. All the decent people, all the service and help should go to the 80%. This is also financially sound. The 20% lose us money. An insolvent org is entirely involved with the 20% and is neglecting the 80%!

We just don't comm with the entheta line. I can show you many instances of where we were seriously at fault to do so as later years proved.

DEAD FILE NON-CO-OP

We used to have an HCO category known as "Non-Co-op" meaning no co-operation from US. People who demanded 90% of our time comprised only a small percent of our people. Such we put on a private non-co-operate List. We just didn't do anything for them. When they called and demanded action we'd say "uh-huh" and forget it. After a while they'd wander off our Lines and we'd be free of them.

Dead File is actually only an extension of "non-co-op".

It was we who didn't co-operate.

WHAT IT DOESN'T COVER

Dead File does *not* cover business firms demanding bills, government squawks or dangerous suits or situations. It covers only entheta public letters received on any line *including SO 79 1*.

ROUTING

HCO personnel or the Letter Registrar or any part of the org receiving an entheta letter routes it as follows:

1 . Receiver stamps it with a big rubber stamp

"ENTHETA
TO Central Files
TO Address then
TO ETHICS DEAD FILES"

2. Central Files receives it, draws a pencil through "To Central Files" and looks in the files. If the person has a folder C17 picks up the folder and stamps it with a big rubber stamp

"ENTHETA
TO Central Files TO Address
TO ETHICS DEAD FILES"

crosses off "To Central Files" and hands the letter and folder to Address.

If the person has no folder in CF, C17 makes a mustard-coloured dummy, puts the person's name in it and stamps the dummy

"ENTHETA
TO Central Files TO Address
TO ETHICS DEAD FILET"

and also the letter.

If the person has a C17 DEAD FILE dummy already the letter is similarly forwarded to Address.

The dummy of course is kept in C17 in the regular files. (C17 has no Dead File as such.)

3. Address, on receiving a folder marked DEAD FILE ETHICS, crosses off "To Address" on the stamping, pulls the person's Address plate from the regular address plate file and puts it in a separate plate drawer marked DEAD FILE PLATES and forwards the folder to Ethics by leaving the "To Ethics" reading on the stamp.

If Address receives a letter marked with the stamp as above it crosses off "To Address", looks in the regular plate files to be sure the person's name has not crept in and if so moves it to the DEAD FILE plate drawer. If not in the regular file Address looks in the DEAD FILE plate drawer and makes a plate or changes any address needful in the DEAD FILE plate and sends the letter to Ethics.

4. Ethics on receiving a folder marked with the stamp simply files it in the DEAD FILES.

If a letter so marked is received by Ethics from Address it is filed in the person's folder in the DEAD FILE.

ETHICS ACTION

Ethics receiving a *folder or a letter* marked with the ENTHETA stamp takes the following action:

Writes a surface mail post card coloured an ugly mustard yellow to any organizations where the person's name may be part of CF, stamped on the back as follows:

FROM: Name of Org
ENTHETA
TO Central Files
TO Address
TO ETHICS DEAD FILE

and writes the person's name and address under it. Do NOT put two names on one card. One Card = one name.

On receipt of such a card by an org it follows the routine channels in the org as though it were the folder or letter.

However, if Ethics finds the person is not in its DEAD FILE and all it has received is a card. ETHICS makes a folder and puts the card in it. That way the DEAD FILE of an org tells one that there is other material in another org and knows what org.

For instance, Saint Hill receiving an entheta letter from Minnesota would, as above, with a card, advise DC, NY, LA and Detroit and Twin Cities especially. The person is likely to write any of these orgs.

Any org on any DEAD FILE always advises Saint Hill with a card.

ETHICS ACTION

Ethics does not even bother to read the letter or examine the folder on receiving a DEAD FILE folder or letter.

This is after all, a fast flow system of management. With the DEAD FILE system one just parks the name in a folder in the DEAD FILES as inactive until there is *a reason* to do otherwise.

SUCH LETTERS MUST NOT BE CIRCULATED ON THE LINES OTHER THAN AS ABOVE.

It is the business of the Ethics Officer to see that the HCO Sec, the Ltr Reg, the Distribution Division and any other contact point where an entheta letter may arrive is equipped with a rubber stamp:

ENTHETA TO Central Files TO Address TO ETHICS DEAD FILES and that the Ethics Section has a rubber stamp reading

FROM (name of org)
ENTHETA
TO Central Files
TO Address
TO ETHICS DEAD FILES

Ethics makes *sure* all entheta letters (except business letters and goof letters) are so stamped by people receiving in the org and so routed AND NOT ANSWERED.

Ethics seeing somebody answer an entheta letter for SO #1 or procurement or distribution or for any other reason, should order a hearing on the person.

Any executive who is not a mail receipt point having an entheta letter forwarded to him by a staff member must turn in a Dev-T report on that staff member to Ethics and forward it and the report to Ethics. Ethics stamps it and routes it to CF, etc, with the standard stamp (Ethics must not just file it in Dead Files). The Dev-T report goes into the staff member's Ethics folder.

It is the full intention that:

1. All choppy, nattery, rumour-mongery letters dead end in the DEAD FILE.
2. That no further magazines or procurement letters go to the person.
3. That no staff personnel be enturbulated by the content of such letters.
4. That the line be cut completely.
5. That a record remain in Ethics.

LTR REG ANSWERING

When a Letter Reg in answering some letter calls for the folder and finds it is a mustard coloured DEAD FILE DUMMY, the letter to be answered is simply stamped with the above Entheta stamp no matter *what* it says, and is routed with the Dummy on through as though it were an Entheta letter regardless of what the new letter says. Short of Releasing and Clearing these Mad dogs don't change their froth.

EXPIRED MEMBERSHIPS, ETC.

Expired memberships are not dead filed. Dead file does not mean they stopped communicating with us. It means we stopped communicating with them.

Expired memberships go into the QUal Div Expired Membership File.

Retired Files (last year's) must never be called DEAD FILES.

DEAD FILE USEFULNESS

The DEAD FILE is the best possible file for tracing trouble in an investigation.

Only when a hot investigation comes up is it looked at by Ethics. Then all names found in an area are cross referenced by making copies of the letters they contain, and filing those under the ri~w names, and the Suppressives is located by the simple expedient of thus finding the fattest file and an order is issued.

DEPT OF ESTIMATION\$ DEAD FILE NAMES

The Dept of Estimations occasionally calls for a run off of the DEAD FILE

drawer from Address and when a student or pc turns up, looks over this DEAD FILE list for the person's name. That is for every applicant for training or processing.

If the name is found in the DEAD FILE list the person must have an Ethics Clearance before being trained or processed. The person found in the DEAD FILE list by the Dept of Estimations is sent directly to Ethics and Ethics is told why.

Ethics looks up the folder and takes whatever action is indicated, giving the person a chance to disconnect if a PTS or A to E if a Suppressive or make himself or herself more agreeable to the org by any proper action such as an amends project. Or Ethics simply informs Estimation of the matter and forbids training or processing. The last is by far the more usual course. Processing is hard to do on a PTS or SP and the whole Academy can be turned upside down by one.

SUPPRESSIVES AND POTENTIAL TROUBLE SOURCES

All Suppressive Persons and Groups are filed in the DEAD FILE but with the Ethics Order. The Ethics Order is stamped with the ENTHETA stamp as above but with the additional stamp Suppressive.

This is the usual "Entheta To Central Files To Address To ETHICS DEAD FILES" STAMP. Remember, every Suppressive Person Ethics Order issued by Ethics is so handled. One copy of that order is stamped with the stamp and put on the lines to CF.

CF handles it just like it would any other letter so stamped.

Address handles it exactly as any other letter or folder but types SP on the plate before it goes into the DEAD FILE Drawer.

Then the order and any folder goes back to Ethics as before and Ethics even cards it to other orgs even though they got the SP order itself.

A Potential Trouble Source order is not given the Entheta DEAD FILE routing unless the person refuses to disconnect or handle. At this time the person's name is put on a despatch stamped with the Entheta stamp and is routed to CF, etc, as above. Sometimes a PTS refusing to disconnect is declared suppressive and in such a case it is handled as an SP above.

Therefore all SPs, PTS, and entheta letters all wind up in the DEAD FILE.

This cuts their comm and still keeps track of them.

RELEASE AND CLEAR DECLARATIONS

When a Release Declaration or a Clear Declaration is made by the Dept of Certificates and Awards, a copy is always sent to CF.

If it collides there with a DEAD FILE DUMMY, the Dept of Certs and Awards declaration is pinned to it and it goes to ETHICS.

Ethics removes the person's folder from the ETHICS DEAD FILE and routes it to Address with the Release or Clear declaration on top and stamped "To Address, then to Central Files, Restore to good standing".

Address takes the plate out of its DEAD FILE drawer and puts it back in its proper position in the regular address files, removes any SP on the plate, [marks] the order "Address Restored" and sends it to Central Files. The dummy is halved and put in the folder and folder (with half a dummy in it) is put back into CF.

Nothing short of Releasing or Clearing ever really cures these people. So when an SP does A to E and is restored to training or processing he or she is still a DEAD FILE until a Release or Clear declaration is issued.

SUSPENSION

No action by DEAD FILE is taken because of a suspension or other discipline. No Ethics Order but one for SP or an unco-operating PTS is handed to DEAD FILE. All other types of Ethics Orders go to different Ethics Section Files.

PETITION

A petition is *never* a petition if it is discourteous and contains entheta. Don't attach a Petition Pol Ltr to it. Just stamp it ENTHETA and send it the route as contained herein.

STUDENT NOTES

Notes from students or pes *now* on course or in the HGC containing entheta are routed to Ethics for a Court of Ethics action.

Only if they result in SP are they routed to CF, Address and DEAD FILE.

RESULTS OF DEAD FILE

Being DEAD FILED does not result in action but neither does it debar further action.

DEAD FILE is the first place to look in cases of trouble. Further action may then be taken such as an Ethics Order.

By using the DEAD FILE system we keep our lines cleaner.

GETTING OUT OF DEAD FILE

How does a person ever get out of the Dead File?

One could somehow discover without our help he or she was in the Dead File (we never inform them). If so he or she could take it up with the Ethics Officer. But the probable outcome may just be more Dead File.

How do you resurrect the dead? Release and Clear of course. How can they get it then if turned off by Estimations? Well, a cleared cannibal is still only a cleared cannibal so who needs them?

I'd rather solve the problems of those who were decent to us. We didn't put them in the shape they're in. That's their problem.

L. RON HUBBARD

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[Added to by HCO P/Ls 25 September 1965, *Entheta Letters and the Dead File, Handling Of*, and 22 August 1966, *Dead File: Restoration to Good Standing*, both on next page.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 25 SEPTEMBER 1965

Addition to HCO Policy Letter of
7 June 1965
entitled

Rernimec,
All Executive
Hats

**ENTHETA LETTERS
AND THE DEAD FILE, HANDLING OF**

An additional action is required of address besides those listed in the 7 June 65 Policy Letter.

Address is to use the address plate of the person to be dead filed to make enough gummed address labels necessary for Ethics to use in advising all possible organizations to whom such a person would possibly communicate.

Ethics, then, uses these address stickers to stick onto an ugly mustard yellow postcard to mail to the organizations possibly concerned.

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HCO POLICY LETTER OF 22 AUGUST 1966

Remimeo
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Hats

DEAD FILE: RESTORATION TO GOOD STANDING
(Addition to HCO Policy Letter of 7 June 1965)

To avoid any possibility of letters remaining unanswered which should be answered, Ethics, on receiving from CF a dead file dummy with a Certs and Awards declaration pinned to it, advises all orgs to whom such a person would possibly communicate (always including St Hill) of the person's restoration to good standing.

Ethics gets out the person's CF folder from dead file and stamps it "To Address, then to Central Files, Restore to Good Standing", and adds the words "AND ADVISE" to the stamp.

Address, receiving a CF folder go marked, removes any SP on the person's plate and uses the plate to make enough gummed labels for use by Ethics.

Ethics then uses the gummed labels to stick on a despatch to Ethics of other orgs to 1~vhcm such a person would possibly communicate and stamps each despatch: "To Address, then to Central Files, Restore to Good Standing."

Address only makes gummed labels for Ethics use when the words "AND ADVISE" are added by Ethics to the "Restore to Good Standing" stamp. Otherwise, the notification has come from another org, and no further notificati , on is necessary as the other org has *already* advised every possible org.

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HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 17 JUNE 1965

Rernimeo

ALL TECH DIV
ALL QUAL DIV
ETHICS SECTION
CLASS VII INTERNES

STAFF AUDITOR ADVICES

No Staff Auditor or Interne or organization auditor or any auditor on a Staff Co-audit may seek advices on what to do from any person except the officially appointed person doing the auditing folders.

Seeking ad-vice on cases verbally or in writing from the person not doing the folders is OFF LINE except in Ethics matters when Ethics may be consulted or Saint Hill advised.

When an auditor seeks advice off-line and accepts it, unbeknownst to the official supervising the auditing via the folders, a random factor is introduced into the running of cases that can be quite fatal.

At Saint Hill, on Power Processes, such an action is a crime as the consequences can be so catastrophic to cases run on Power Processes.

The proper sources of instruction are tapes and HCOBs. *Adding* bits to these that aren't there is the commonest auditor error.

Asking for unusual solutions from a case supervisor who is doing the folders is a sure sign that the last directives have not been followed; giving instructions that are unusual is useless because they won't be complied with either.

The Dev-T situation of asking for advice off-line burdens lines and fouls up cases.

COMM CYCLE AND ETHICS

When an auditor has a fractured comm cycle very often processing still works on the avIerage pc.

When an auditor has a fractured comm cycle and the pc is an Ethics type case (SP, PTS, W/hs) a mess ensues. One can always tell if an auditor's comm cycle is poor or if the Code is being broken because when put on an Ethics type pc, things collapse.

When a pc won't run, one can be sure that

1. The Auditor's Comm Cycle is out and
2. The pc is an Ethics type case.

When both these are present, no results can possibly occur.

When only one is present, usually the auditing works somewhat.

CASE SUPERVISOR PUZZLE

When a Case Supervisor doing folders sees a process going wrong, he should not blame the process or his own advice if these are even faintly educated.

Instead the pc is an Ethics type or the Auditor's Comm Cycle is out.

If neither of these seem to be the case and things still go wrong then the auditor just isn't running what he says he is or running what he is supposed to run.

If all the above seems not to be the case, then the auditor is seeking off-line advices and some screwball interpretation has been added to the process.

A clever Case Supervisor marking folders, goes by the text-case running well, continue the standard approach. Case not running well, send to Review for analysis **REGARDLESS OF ANY AUDITING TIME LOST**.

When a pc goes to Review, it is clever to send the auditor to the Review Cramming Section to check over his Auditor's Code and Comm Cycle with TRs.

If when auditor and pc still don't run well, send the pc to Ethics. (Review may already have done so.)

ETHICS

If the Case Supervisor ever finds an auditor not following instructions or seeking or taking off-line directions he must at once send the auditor to Ethics. It is usually an Ethics Hearing and a minor suspension.

If a Case Supervisor doing the folders finds a false report has been made, he must send the offender to Ethics.

WITHHOLDS

A pc is not sent to Ethics because of withholds gotten off in a session. However, on the Invalidation button one commonly finds suppressive persons around the pc and the auditor must send the pc to Ethics at session end to get the matter disconnected or handled.

Sometimes one finds another person's offences than the pc's in getting off withholds. These are reported to Ethics for investigation.

TEXT BOOK

D of P work is completely text book. PC doing okay-get on with it as per the process, the next process to be run, or the next grade.

PC not doing okay-to Review to find out why.

If Review finds pc is an Ethics type, sends pc to Ethics.

It's all text book. It is so easy.

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Tech Div Hats
Qual Div Hats
Ethics Hats
Executive Hats

HCO POLICY LETTER OF 1 JULY 1965

TECH DIVISION
QUAL DIVISION
ETHICS CHITS

This is a VERY important policy. When it is neglected the org will soon experience a technical drooped statistic and lose income and personnel.

The most attacked area of an org is its Tech and Qual personnel as these produce the effective results which make Scientology seem deadly to Suppressives.

The Suppressive is TERRIFIED of anyone getting better or more powerful as he is dramatizing some long gone (but to him it is right now) combat or vengeance. He or she confuses the old enemies with anyone about and looks on anyone who tries to help as an insidious villain who will strengthen these "enemies".

Thus Tech and Qual personnel are peculiarly liable to covert, off line, off policy annoyances which in time turn them into PTSs. Their cases will Roller Coaster and they begin to go off line, off policy and off origin (see Dev-T Pol Ltrs) themselves.

This results in a technical breakdown and an apperency of busyness in these divisions which does not in fact produce anything, being Dev-T.

The policy then is: NO TECH OR QUAL PERSONNEL MAY OMIT GIVING ETHICS CHITS TO ETHICS ON ANY INCIDENT OR ACTION COVERED IN THE DEV-T POLICY LETTERS OR WHICH INDICATES SP OR PTS ACTIVITY.

'this means they may not "be decent about it" or "reasonable" and so refrain.

This means they must know their Ethics and Dev-T Pol Ltrs.

This means they may not themselves act like Ethics Officers or steal the Ethics hat.

It means that they must chit students who bring a body -and ask for unusual solutions; they must chit *all* discourteous conduct; they must chit all Roller Coaster cases; they must chit all Suppressive actions observed; they must chit snide comments; they must chit alter-is and entheta; they must chit derogatory remarks; they must chit all Dev-T. Anything in violation of Ethics or Dev-T Pol Ltrs must be reported.

Ethics will find then that only two or three people in those areas are causing all the upset. This fact routinely stuns Tech and Qual personnel when it is called to their attention-that only two or three are making their lives miserable.

Ethics, seeing tech statistics drop, *must* investigate all this and WHEN ETHICS FINDS the Qual and Tech personnel have not been handing in Ethics chits, the Ethics Officer must report them to the HCO Exec See for disciplinary action.

NON ENTURBULATION ORDER

What to do with the 2 or 3 students or pcs causing trouble?

Ethics issues a Non Enturbulation Order. This states that those named in it (the SPs and PTSs who are students or preclears) are forbidden to enturbulate others and if *one* more report is received of their enturbulating anyone, an SP order will be issued forthwith.

This will hold them in line until tech can be gotten in on them and takes them off the back of Tech and Qual personnel.

NOT THEORETICAL

This is *not* a theoretical situation or policy. It is issued directly after seeing tech results go down, Tech and Qual cases Roller Coaster and results drop.

Ethics found that the entire situation came about through no chits from Tech and Qual personnel about troublesome people which resulted in no restraint and a *collapse* of Divisions 4 and 5 Comm lines and results.

When Tech and Qual personnel try to take the law into their own hands, or ignore issuing Ethics chits, chaos results, not case gains.

Keep Tech Results UP.

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HCO POLICY LETTER OF I JULY
Issue 11

Rernimeo
Ethics Hats
Tech Hats
Qual Hats

HCO Division
Tech Div
Qual Div
COMM CYCLE ADDITIVES

There are *no* additives permitted on the Auditing Comm Cycle.

Example: Getting the pc to state the problem after the pc has said what the problem is.

Example: Asking a pe if that is the answer.

Example: Telling pe "it didn't react" on the meter.

Example: Querying the answer.

This is the WORST kind of auditing.

Processes run best MUZZLED. By muzzled is meant using ONLY TR 0, 1, 2, 3 and 4 by the text.

A pe's results will go to HELL on an additive comm cycle.

There are a hundred thousand tricks that could be added to the Auditing Comm Cycle. EVERY ONE of them is a GOOF.

The ONLY time you ever ask for a repeat is when you couldn't hear it.

Since 1950, I've known that all auditors talk too much in a session. The maximum talk is the standard model session and the TR 0 to 4 Auditing Comm Cycle ONLY.

It is a serious matter to get a pe to "clarify his answer". It is in fact an Ethics matter and if done habitually is a Suppressive Act, for it will wipe out all gains.

There are mannerism additives also.

Example: Waiting for the pc to look at you before you give the next command. (Pcs who won't look at you are ARC Broken. You don't then twist this to mean the pc has to look at you before you give the next command.)

Example: A lifted eyebrow at an answer.

Example: A questioning sort of ack.

The Whole Message is

GOOD AUDITING OCCURS WHEN THE COMM CYCLE ALONE IS USED AND IS MUZZLED.

Additives on the Auditing Comm Cycle are ANY ACTION, STATEMENT, QUESTION OR EXPRESSION GIVEN IN ADDITION TO TRs 0-4.

They are Gross Auditing Errors.

And should be regarded as such.

Auditors who add to the Auditing Comm Cycle never make Releases.

So, that's Suppressive.

Don't do it!

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HCO POLICY LETTER OF 30 JULY 1965

sthil
Tech Div
Qual Div

PRECLEAR ROUTING TO ETHICS

There is no direct routing of preclears to the Ethics Officer except through the channels of the Qualification Division and Review.

This, therefore, cancels the direct routing to Ethics as covered in the Class VII, Confidential, HCO Bulletin of 28 June 1965.

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HCO POLICY LETTER OF 7 AUGUST 1965

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**SUPPRESSIVE PERSONS,
MAIN CHARACTERISTICS OF**

It is interesting in the detection of Suppressive Persons that they use "policy" to prevent purpose.

In one org which went into a serious decline a Suppressive Person was in a high position.

Every time org personnel returned from Saint Hill and proposed that the org get going, they were told by this SP that their proposals were "against policy".

Not one of these people, hearing this, ever alerted to a glaring fact. The SP in this case was renowned for never being able to pass a bulletin, tape or policy letter!

So how would that person have known WHAT was against policy for that person NEVER was known to pass a hat check!

So that person's statement that, "It's against policy" was obviously false since the person was incapable of passing hat checks or bulletins and wouldn't ever have known what any policy was for or against anything.

Thus we see one of the characteristics of an SP is:

1. THE NEGATION OF POLICY WITHOUT KNOWING IT AND THE USE OF "POLICY" TO PREVENT SUCCESS IN SCIENTOLOGY IS THE PRIMARY TOOL OF THE SP AGAINST ORGS.

Dissemination is a prime target of the SP.

Magazines ordinarily have half a dozen SPs on their lines. These people write in and complain about ads. If you don't watch it these half dozen become "everybody" and the mag is beaten down into not advertising.

"Soft sell" is another recommendation of the SP.

And "build it quietly" and "get only decent people" are all part of this.

When somebody is demanding *less* reach, that person is an SP.

Therefore we have another characteristic:

2. SPs RECOMMEND INEFFECTIVE DISSEMINATION AND FIND FAULT WITH ANY BEING DONE.

A Suppressive will try to sell off the property or buildings of an org and in one case tried to *give* them away when temporarily in charge.

3. A SUPPRESSIVE WILL TRY TO GET RID OF AN ORG.

Good staff members are a prime target for SPs. In one org where an SP got a foothold 60% of the staff was gotten rid of and the org almost crashed.

They do it by making people too dissatisfied to produce and so make it impossible for the org to earn.

4. AN SP WILL SEEK TO UPSET AND GET RID OF THE BEST STAFF MEMBERS.

Bad news, particularly if false, is the only comm line of the SP.

The executive who is getting bad news'as a steady diet on his lines has SPs about.

5. ENTHETA IS THE SOLE STOCK IN TRADE OF THE SP.

The triumph an SP feels in not getting rid of things the auditor has tried to ease is quite malevolent.

6. AN SP IS SATISFIED WITH AUDITING ONLY WHEN HE GETS WORSE.

7. SPs are happy when their pes get worse and sad when their pcs get better.

9. AN SP IN AN EXAMINER POST WILL ONLY DECLARE RELEASED THE BAD RESULT CASES AND WILL NOT PASS ACTUAL RELEASES BUT WILL ARC BREAK THEM.

9. Covert invalidation is the level of an SP's social intercourse.

An SP can only *restimulate* another, he has no power of his own.

10. An SP deals only in restimulation, never easing or erasing.

11. The persons around an SP get so restimulated they can't detect the real SP.

The whole rationale of the SP is built on the belief that if anyone got better, the SP would be for it as the others could overcome him then.

He is fighting a battle he once fought and never stopped fighting. He is in an incident. Present time people are mistaken by him for past, long gone enemies.

Therefore he never really knows what he is fighting in present time, so just fights.

12. The SP is sure everyone is against him personally and if others became more powerful they would dispose of him.

The SP usually commits continuing overt. These are hidden.

I have had two or three SPs blow up and shout or snarl at me. When I investigated I found, in these cases, they were committing daily crimes of some magnitude.

13. An SP commits hidden overt continuously.

14. Back of a crime you will find SP characteristics.

15. Because an SP uses generalities in his speech, "everybody", "they", etc, the SP is hard to detect.

SPs have an experiential track that is poor. SPs know how to needle and commit overt and hold others back.

When released, the SP has so little decent background experience that he or she has a very hard time.

16. Releasing an SP does not make a worthwhile person. It only makes a person who can now learn to get along in life.

"A cleared cannibal is a cleared cannibal."

SPs don't get case gains. Sometimes they pretend them. They are held back by their continuing overts. If we were found by them to be decent, their past conduct would swell up and engulf them.

They are in a continued PTP of their fight with Mankind. And they follow the rule that pcs with PTPs get no case gains.

Real SPs comprise about 21/2 per cent of the population. By restimulating others they make another 171/2 per cent into Potential Trouble Sources. Therefore about 20% of the population is Ethics type.

We must not allow this 20% to prevent the 80% from crossing the bridge.

We are no enemy of the SP. But he can't have friends, can he?

So we handle the SP and his PTSs and carry on with our job.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 AUGUST 1965
Issue II

Gen Non-Remimeo

COLLECTION FROM SPs AND PTSs

On any Declared Suppressive Person an additional condition for return to status (Steps A to E of HCO Pol Ltr I March 1965) is Step B(I) which is the requirement that the SP pay off all debts owed to Scientology organizations.

Any Potential Trouble Source owing money to any Scientology organization is handled the same as any other Scientologist. Failure to discharge a financial obligation becomes a civil Ethics matter after normal, within-org avenues of collection have been exhausted.

Any PTS who fails to either handle or disconnect from the SP who is making him or her a PTS is, by failing to do so, guilty of a Suppressive Act.

Civil Court action against SPs to effect collection of monies owed may be resorted to, as they are Fair Game.

L. ROP

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[Note: See HCO P/L 21 October 1968, *Cancellation of Fair Game*, page 489.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 AUGUST 1965

Remirneo BPI Auditor 10

GENERAL AMNESTY

As there is enough misery in the world without contributing to it, and as the sole purpose of Ethics is to get in technology:

To celebrate the fantastic gains following the discovery that almost all persons earlier audited had attained a State of First Stage Release and had then been run beyond it, and the wide success of rehabilitation of the state:

A GENERAL AMNESTY is declared herewith, effective this date.

1. All Ethics Orders and findings of Committees of Evidence prior to August 20, AD 15, are cancelled;
2. All Ethics Reports are cancelled;
3. Any person labelled suppressive or dead filed or whose certificates have been suspended or cancelled is restored to full status providing only that they have, without charge, a check out for Former Release;
4. All overt or criminal or defiant acts before this date are forgiven fully and freely.

By my hand and seal this 20th day of August AD 15.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 AUGUST 1965

Gen Non Rernimeo

ETHICS E-METER CHECK

In a State of Emergency, the Ethics Officer may at any time call in any staff member and do an Ethics E-Meter check. This consists of setting the meter up, sensitivity 16, and handing the cans to the staff member taking the check. No question is asked of the staff member, and the staff member is not informed of readings. The Ethics Officer records the position of the tone arm and the condition of the needle and that is all. The entire check takes no more than 5-15 seconds. The staff member's pe folder is at hand during the check. As soon as the check is over, and before calling another staff member in for a check (if more than one staff member is being checked, as would be likely), the Ethics Officer examines the auditor's reports for the past few sessions to see if there have been no gains (or less than 10 Divs TA action per 21/2hour session average) or roller-coastet gains.

Then the Ethics Officer takes action as follows:

If staff member has had gains and kept them, and TA is neither very low (below 2.0) or very high (above 5.0) and needle is not RS'ing or very tight, inform staff member he or she is passed on the meter check.

If staff member has had roller-coaster case gains, order suspended from staff and to report to Ethics. Ethics action is as per PTS. When handled, return to staff.

If staff member has had no case gains (or inadequate TA as above), order suspended from staff and to report to Ethics. Ethics investigates staff member as possible SP and handles accordingly.

RS'ing or very tight needle, suspend from staff and order to Ethics. Investigate for PTS or SP, and handle accordingly.

Very low or very high TA: order removed from any executive post and transferr ed to minor duties or even off all duties (not off payroll). If a Secretary, cable Exec Director with recommendations and results of Meter Check. Do not handle otherwise.

Checks should be given to staff who continue to accumulate reports in an Emergency. The Ethics Officer has the right to examine any or all staff, if the Emergency appears to be continuing and application of Emergency Formula has so far failed to get org out of Emergency.

HCO Exec Sec may request a meter check on the Ethics Officer in an Emergency.

The Office of LRH (local or WW) may be petitioned for a re-check, the re-check being given by any properly qualified auditor, in the presence of the Ethics Officer (HCO Exec See if it is the Ethics Officer being checked).

As soon as the Emergency is over, all staff (except SPs found or undisconnected PTSs) are returned to original post held, entering the org again through Ethics, subject to okay of the appropriate Exec Sec (Exec Dir in the case of a Secretary). All persons handled this way (except PTSs who have disconnected and SPs who are no longer on staff anyway) are warned that they should take action swiftly (if they have not already done so) to improve their case shape.

The above also applies to Division, Department, Section or Unit Emergencies. Also, the Office of LRH (local or WW) may order an Ethics E-Meter check, normally at the request of the Ethics Officer, any time.

An Ethics E-Meter check should be given any new staff applicants.

Tech Note: High TA = 5.0 or above
Low TA = 1.9 or below
DN Withholds
RS crimes
No Case Gain = Suppressive
Roller Coaster = PTS

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(Revised by HCO P/L 22 December 1970, *Ethics*
E-Meter Check, in the 1970 Year Book.]

HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 SEPTEMBER AD 15

Issue VII

Remimeo
All Hats

Div I ETHICS

ETHICS PROTECTION

Ethics actions must parallel the purposes of Scientology and its organizations.

Ethics exists primarily to get technology in. Tech can't work unless Ethics is already in. When tech goes out Ethics can (and is expected to) get it in. For the purpose of Scientology amongst others, is to apply Scientology. Therefore when tech is in, Ethics actions tend to be dropped. Ethics continues its actions until tech is in and as soon as it is, backs off and only acts if tech goes out again.

The purpose of the org -is to get the show on the road and keep it going. This means production. Every division is a production unit. It makes or does something that can have a *statistic* to see if it goes up or down. Example: a typist gets out 500 letters in one week. That's a statistic. If the next week the same typist gets out 600 letters that's an UP statistic. If the typist gets out 300 letters that's a DOWN statistic. Every post in an org can have a statistic. So does every portion of the org. The purpose is to keep production (statistics) up. This is the only thing that gives a good income for the staff member personally. When statistics go down or when things are so organized you can't get one for a post, the staff members pay goes down as the org goes down in its overall production. The production of an organization is only the total of its individual staff members. When these have down statistics so does the org.

Ethics actions are often used to handle down individual statistics. A person who is not doing his job becomes an Ethics target.

Conversely, if a person is doing his job (and his statistic will show that) Ethics is considered to be in and the person *is protected* by Ethics.

As an example of the proper application of Ethics to the production of an org, let us say the Letter Registrar has a high statistic (gets out lots of effective mail). Somebody reports the Letter Registrar for rudeness, somebody else reports the Letter Registrar for irregular conduct with a student. Somebody else reports the Letter Registrar for leaving all the lights on. Proper Ethics Officer action = look up the general statistics of the Letter Registrar, and seeing that they average quite high, file the complaints with a yawn.

As the second example of Ethics application to the production of an org, let us say that a Course Supervisor has a low statistic (very few students moved out of his course, course number growing, hardly anyone graduating, a bad Academy statistic). Somebody reports this Course Supervisor for being late for work, somebody else reports him for no weekly Adcomm report and bang! Ethics looks up the person, calls for an Ethics Hearing with trimmings.

We are not in the business of being good boys and girls. We're in the business of going free and getting the org production roaring. Nothing else is of any interest then to Ethics but (a) getting tech in, getting it run and getting it run right and (b) getting production up and the org roaring along.

Therefore if a staff member is getting production up by having his own statistic

excellent, Ethics sure isn't interested. But if a staff member isn't producing, shown by his bad statistic for his post, Ethics is fascinated with his smallest misdemeanor.

In short a staff member can get away with murder so long as his statistic is up and can't sneeze without a chop if it's down.

To do otherwise is to permit some suppressive person to simply Ethics chit every producer in the org out of existence.

When people do start reporting a staff member with a high statistic, what you investigate is the person who turned in the report.

In an ancient army a particularly brave deed was recognized by an award of the title of Kha-Khan. It was not a rank. The person remained what he was, BUT he was entitled to be forgiven the death penalty ten times in case in the future he did anything wrong. That was a Kha-Khan.

That's what producing, high statistic staff members are-Kha-Khans. They can get away with murder without a blink from Ethics.

The average fair to poor statistic staff member of course gets just routine ethics with hearings or courts for too many misdeeds. The low statistic fellow gets a court if he sneezes.

Ethics must use all org discipline only in view of the production statistic of the staff member involved.

And Ethics must recognize a Kha-Khan when it sees one-and tear up the bad report chits on the person with a yawn.

To the staff member this means-if you do your job you are protected by Ethics. And if you aren't so protected and your statistic is high, cable me.

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HCO POLICY LETTER OF 14 OCTOBER 1965

Remimeo
All Staff
Ethics Hat
Tech Hats
Qual Hats
Income Hats

IMPORTANT

POTENTIAL TROUBLE SOURCE ROUTING

The Ethics Officer, when receiving a person who has roller coasted (case improved then dropped), must route that person to Review. Review only must locate the correct Suppressive Person, repeat the correct SP, the right SP.

Review then states:

1. Who the SP is (or who they are if more than one);
2. That good indicators came in and stayed in visibly when the SP (or SPs) was found.

Review then sends the person to Ethics.

Ethics must require the person as per policy to handle or disconnect.

If the person will not handle or disconnect, the person is sent again to Review as the right SP has NOT been found.

Further UNTIL THE PERSON HAS PAID IN CASH FOR THE REVIEW SEARCH AND DISCOVERY Ethics may not declare the person no longer PTS. (The reason for this is that the person will not pay if the wrong suppressive is found.) HGC Auditors, similarly must send a PTS to *Review* not Ethics.

Supervisors must send any student PTS only to Review.

Review always sends to Ethics but ONLY when the right SP has been found and indicated.

REVIEW AUDITOR

The Review Auditor uses "Search and Discovery" as will be covered in an HCO B. If this is not to hand, simply find the right SP, indicate it to the person and watch the good indicators come in.

PTSs may not be handled in ANY other way.

The routing is not from Ethics to the Chaplain. Ethics does not route to the Chaplain.

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HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 29 OCTOBER 1965

Gen Non-Rernimeo

Executive Division
HCO Division

**ETHICS AUTHORITY SECTION
OFFICE OF LRH**

The actual authority on which Ethics operates, no matter who signs the order, is LRH. No matter what action is undertaken, any and all errors rebound heavily on the Office of LRH. Therefore there must exist a route of correction of Ethics actions where needful.

In addition, there are several Ethics functions purely belonging to the Office of LRH. These are:

1. The actual declaration of Suppressive Persons or groups, no matter who signs the order. Cancellation of certificates may not be done by any other than LRH as that is the issuing authority for all certificates.
2. Comm Ev findings cannot be put into effect where they require cancellations without an LRH okay of findings. In general Comm Ev findings are usually okayed in practice by the Office of LRH.
3. Petitions which concern Ethics are handled by the Office of LRH, usually by routing to Ethics for data and the Office of LRH acting on that data or any other known data or policy.
4. The form and presentation of Ethics Orders are the concern of the Office of LRH and when the form, wording or presentation is incorrect the Office of LRH acts to remedy.
5. New Ethics policies or procedures are the concern of the Office of LRH when required.
6. Amnesties and their points of interpretation are handled by the Office of LRH.
7. Investigations concerning Ethics itself.
8. Although entirely under the HCO Area Secretary and in Div 1, Dept 3, Ethics Officers are looked on by me as my Ethics Officers and none may be appointed without my okay with a review of their record by myself.

Therefore, for these eight reasons **only**, the Office of LRH has a responsibility for Ethics. There is therefore an ETHICS AUTHORITY SECTION in the Office of LRH that cares for the above 8 actions only, not for general ethics actions.

No other post in Dept 21 may assume the authority of the Ethics Authority Officer unless it is specifically designated as a hat.

Routing on the above eight matters is self evident.

Anyone holding the hat of Ethics Authority Officer, Office of LRH must be checked out on all Ethics Policy Letters.

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HCO POLICY LETTER OF IS NOVEMBER 1965

Remitneo All Staff

REPORTING OF THEFT AND ACTION

TO BE TAKEN

When a theft occurs in the Organisation, a routine set of actions should occur. These actions are as follows:

1. The person discovering the theft goes immediately to the Ethics Officer and makes a full verbal report of the article/articles stolen, when they were last there-who was responsible for their safety-and any further data that he has on it.

2. The Ethics Officer writes down all details of the theft and the articles stolen.

In the cases where large objects such as a machine, =, or the building has been broken into and something taken, he calls the Police immediately giving full details of the theft.

3. The Ethics Officer then makes a Xerox copy of the details of the theft and takes it to the Insurance Officer, *Dept of Records, Assets and Materiel, Org Division.*

4. The Insurance Officer takes the Report and immediately notifies the Insurance Company with which the article was insured.

These actions should be done speedily as in some cases unless a theft is reported immediately to the Police and the Insurance Company, the Insurance is not collectable.

It is the responsibility of the Insurance Officer to see that all articles of value are insured.

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HCO POLICY LETTER OF 15 DECEMBER 1965

ETHICS CHITS

When anyone receives an Ethics Chit which the recipient feels is incorrect, the answer is not to issue another chit naming the person that issued the first chit. Such action merely sets up a vicious circle of Ethics Chits going between two persons.

The purpose of Ethics is to get Technology and policy in and get the org going, not to start slanging matches. Therefore if anyone receives an Ethics Chit, he or she should first take a good look at his or her actions and see what needs to be done in order to avoid a repetition of the offence.

If, however, after careful consideration they consider the chit really unjustified, they should politely despatch the Ethics Officer, stating briefly their reasons, supported where possible with data and ask for the chit to be withdrawn.

If, in light of the data received, Ethics is satisfied that the chit was incorrectly issued, he/she can return the chit and explanation to the originator asking for the chit to be withdrawn. If the originator decides now to withdraw the chit after seeing the explanation he returns it to Ethics requesting cancellation and Ethics removes the chit from the file.

If the originator is dissatisfied with the explanation the chit should not be withdrawn. The originator sends the despatch and chit back to the *Ethics Officer* with 'To Ethics-File' written on it. Ethics infos the receiver and files. In this case, the receiver can if he wishes appeal by despatch to the Ethics Officer and ask for a hearing. Thereupon, the Ethics Officer calls both the originator and the receiver (unless the originator is a Secretary or above) to his office and, taking only the facts set out in the receiver's despatch to *Ethics*, makes a quick investigation.

The Ethics Officer then makes one of the following adjudications:

1. Have the Ethics Chit destroyed.
2. Have the Ethics Chit destroyed and if he finds that the Chit was carelessly or incorrectly issued (bearing in mind what information was available to the originator at the time of issue), *indicate the incorrectness to the originator and order any necessary checkouts on the relevant Policy Letter/s violated to correct the originator into future on-policy handling.*
3. *If he discovers the Chit to have been a willful and knowing false report, convene an Ethics Hearing on the originator (not for the fact of filing, only for the willful and knowing false report); or if the originator is a Director or above, request an Executive Ethics Hearing be convened by the Office of L RH via the HCO Area Secretary.*
4. Order the Ethics Chit to remain on the file,
5. Take up all the receiver's Ethics Chits and hold the hearing accordingly.

If the originator is a Secretary or above the Ethics Officer and the receiver visit the Secretary in his Office for the hearing on appointment. But a Secretary or above need not grant the appointment at all if so inclined. In such a case the hearing is held without the originator in the Ethics Office.

No person may be penalized for issuing an Ethics Chit.

This policy letter is retroactive from this date. In other words old chits may be protested as above.

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[Note: The original issue of this Policy Letter contained errors in the fifth paragraph which have been corrected in this edition. Also, point 2 above, which was incomplete in the original mimeo, has been corrected and completed, and a new item as point 3 has been included. The corrections and additions are shown in italics.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 30 DECEMBER 1965

Gen Non-Remimeo

PTS AUDITING AND ROUTING

A PTS CANNOT BE AUDITED OR TRAINED UNTIL THE PTS SITUATION IS HANDLED. .

The handling of PTS cases will remain with Ethics. Ethics may do a casual location of SPs or may order a Stabilization Intensive in the HGC. (See below.)

SEARCH AND DISCOVERY

In cases where a handle or disconnect does not resolve the PTS situation, or in auditing a preclear to maintain stability of Release Levels, the action follows Search and Discovery technology.

This will be called a Stabilization Intensive and may be ordered by Ethics in severe cases or may be sold by the Registrar. This intensive may be sold only as a five hour package, continued in 5 hour minimum amounts, delivered by the HGC as a special action and sold for \$100.00 or its Sterling equivalent. It will be done in the HGC, and may not be done as part of Power Processing.

A Stabilization Intensive may not be concluded, whether bought casually to assist reaching more Release Grades faster or ordered by Ethics without the Ethics Officer passing upon the Suppressive Person or Group located as being correct.

If Ethics declares the Suppressive Person or Group is incorrect, the preclear must be sent to Review, not back to the HGC, and a more basic (earlier) Suppressive or Group found, with Ethics passing on the final result.

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HCO POLICY LETTER OF 6 MARCH 1966

Remimeo
Guardian Hat
Exec Sees Hat
HCO Area See Hat
Dir I & R Hat
All HCO Hats
LRH Comm Hat

REWARDS AND PENALTIES

**HOW TO HANDLE PERSONNEL AND
ETHICS MATTERS**

The whole decay of Western government is explained in this seemingly obvious law:

WHEN YOU REWARD DOWN STATISTICS AND PENALIZE UP STATISTICS YOU GET DOWN STATISTICS.

If you reward non-production you get non-production.

When you penalize production you get non-production.

The Welfare State can be defined as that state which rewards non-production at the expense of production. Let us not then be surprised that we all turn up at last slaves in a starved society.

Russia cannot even feed herself but depends on conquest to eke out an existence-and don't think they don't strip the conquered! They have to.

Oddly enough one of the best ways to detect a Suppressive Person is that he or she stamps on up statistics and condones or rewards down statistics. It makes an SP very happy for everyone to starve to death, for the good worker to be shattered and the bad worker patted on the back.

Draw your own conclusions as to whether or not Western Governments (or Welfare States) became at last Suppressives. For they used the law used by suppressives: If you reward non-production you get non-production.

Although all this is very obvious to us, it seems to have been unknown, overlooked or ignored by 20th Century governments.

In the conduct of our own affairs in all matters of rewards and penalties we pay sharp heed to the basic laws as above and use this policy:

We award production and up statistics and penalize non-production and down statistics. Always.

Also we do it all by statistics-not rumour or personality or who knows who. And we make sure every one has a statistic of some sort. We promote by statistic only. We penalize down statistics only.

The whole of Government as government was only a small bit of a real organization-it was an Ethics function Plus a Tax function Plus a Disbursement function. This is about 3/100ths of an organization. A 20th Century government was just these 3 functions gone mad. Yet they made the whole population wear the hat of government.

We must learn and profit from what they did wrong. And what they mainly did wrong was reward the down statistic and penalize the up statistic.

The hardworker-earner was heavily taxed and the money was used to support the indigent. This was not humanitarian. It was only given "humanitarian" reasons.

The robbed person was investigated exclusively, rarely the robber.

The head of government who got into the most debt became a hero.

War rulers were deified and peacetime rulers forgotten no matter how many wars they prevented.

Thus went Ancient Greece, Rome, France, the British Empire and the US. This was the decline and fall of every great civilization on this planet: they eventually rewarded the down statistic and penalized the up statistic. That's all that caused their decline. They came at last into the hands of Suppressives and had no technology to detect them or escape their inevitable disasters.

Thus, when you think of "processing Joe to make a good D of P out of him and get him over his mistakes" forget it. That rewards a down statistic. Instead, find an auditor with an up statistic, reward it with processing and make him the D of P.

Never promote a down statistic or demote an up statistic.

Never even hold a hearing on someone with an up statistic. Never accept an Ethics chit on one-just stamp it "Sorry, Up Statistic" and send it back.

But someone with a steadily down statistic, investigate. Accept and convert any Ethics chit to a hearing. Look for an early replacement.

Gruesomely, in my experience I have only seldom raised a chronically down statistic with orders or persuasion or new plans. I have only raised them with changes of personnel.

So don't even consider someone with a steadily down statistic as part of the team. Investigate, yes. Try, yes. But if it stays down, don't fool about. The person is drawing pay and position and privilege for not doing his job and that's too much reward even there.

Don't get reasonable about down statistics. They are down because they are down. If someone was on the post they would be up. And act on that basis.

Any duress levelled by Ethics should be reserved for down statistics.

Even Section 5 investigates social areas of down statistic. Psychiatry's cures are zero. The negative statistic of more insane is all that is "up". So investigate and hang.

If we reverse the conduct of declining governments and businesses we will of course grow. And that makes for coffee and cakes, promotion, higher pay, better working quarters and tools for all those who earned them. And who else should have them?

If you do it any other way, everyone starves. We are peculiar in believing there is a virtue in prosperity.

You cannot give more to the indigent than the society produces. When the society, by penalizing production, at last produces very little and yet has to feed very many, revolutions, confusion, political unrest and Dark Ages ensue.

In a very prosperous society where production is amply rewarded, there is always more left over than is needed. I well recall in prosperous farm communities that charity was ample and people didn't die in the ditch. That only happens where production is already low and commodity or commerce already scarce (scarcity of *commercial* means of distribution is also a factor in depressions).

The cause of the great depression of the 1920s and 1930s in the US and England has never been pointed out by Welfare "statesmen". The cause was Income Tax and

government interference with companies and, all during the 1800s, a gradual rise of nationalism and size of governments and their budgets, and no commercial development to distribute goods to the common people, catering to royal governments or only a leisure class still being the focus of production.

Income tax so penalized management, making it unrewarded, and company law so hampered financing that it ceased to be really worthwhile to run companies and management quit. In Russia management went into politics in desperation. Kings were always decreeing the commoner couldn't have this or that (it put the commoner's statistic up!) and not until 1930 did anyone really begin to sell to the people with heavy advertising. It was Madison Avenue, radio, TV and Bing Crosby not the Gre-e-eat Roosevelt who got the US out of the depression. England, not permitting wide radio coverage, never has come out of it and her empire is dust. England still too firmly held the "aristocratic" tradition that the commoner mustn't possess to truly use her population as a market.

But the *reason* they let it go this way and the *reason* the great depression occurred and the *reason* for the decline of the West is this one simple truth:

If you reward non-production you get it.

It is *not* humanitarian to let a *Whole* population go to pieces just because a few refuse to work. And some people just won't. And when work no longer has reward none will.

It is far more humane to have enough so everyone can eat.

So specialize in production and everybody wins. Reward it.

There is nothing really wrong with socialism helping the needy. Sometimes it is vital. But the reasons for that are more or less over. It is **a** temporary solution, easily overdone and like Communism is simply old-fashioned today. If carried to extremes like drinking coffee or absinthe or even eating it becomes quite uncomfortable and oppressive. And today Socialism and Communism have been carried far too far and now only oppress up statistics and reward down ones.

By the way the natural law in this Pol Ltr is the reason Scientology goes poorly when credit is extended by orgs and when auditors won't charge properly. With credit and no charge we are rewarding down statistics with attention and betterment as much as we reward up statistics in the society. A preclear who ran work and produces as a member of society deserves of course priority. He naturally is the one who can pay. When we give the one who can't pay just as much attention we are rewarding a down social statistic with Scientology and of course we don't expand because we don't pexpand the ability of the able. In proof, the most expensive thing you can do is process the insane and these have the lowest statistic in the society.

The more you help those in the society with low statistics the more tangled affairs will get. The orgs require fantastic attention to keep them there at all when we reward low society statistics with training and processing. The worker pays his way. He has a high statistic. So give him the best in training and processing-not competition with people who don't work and don't have any money.

Always give the best service to the person in society who does his job. By not extending credit you tend to guarantee the best service to those with the best statistics and so everyone wins again. None is *owed* processing or training. We are not an Earthwide amends project.

No good worker *owes* his work. That's slavery.

We don't *owe* because we do better. One would owe only if one did worse.

Not everyone realizes how Socialism penalizes an up statistic. Take health taxes. If an average man adds up what he pays the government he will find his visits to medicos are very expensive. The one who benefits is only the chronically ill, whose way is paid by the healthy. So the chronically ill (down statistic) are rewarded with care paid for by penalties on the healthy (up statistic).

In income tax, the more a worker makes the more hours of his work week are taxed away from him. Eventually he is no longer working for his reward. He is working for no pay. If he got up to f 50 a week the proportion of his pay (penalty) might go as high as half. Therefore people tend to refuse higher pay (up statistics) as it has a penalty that is too great. On the other hand a totally indigent non-working person is paid well just to loaf. The up statistic person cannot hire any small services to help his own prosperity as he is already paying it via the government to somebody who doesn't work.

Socialisms pay people not to grow crops no matter how many are starving. Get it?

So the law holds.

Charity is charity. It benefits the donor, giving him a sense of superiority and status. It is a liability to the receiver but he accepts it as he must and vows (if he has any pride) to cease being poor and get to work.

Charity cannot be enforced by law and arrest for then it is extortion and not charity.

And get no idea that I beat any drum for capitalism. That too is old-old-old hat.

Capitalism is the economics of living by non-production. It by exact definition is the economics of living off interest from loans. Which is an extreme of rewarding non-production.

Imperialism and Colonialism are also bad as they exist by enslaving the population of less strong countries like Russia does, and that too is getting a reward for non-production like they did in Victorian England from all the colonies.

Parasitism is Parasitism. Whether high or low it is unlovely.

All these isms are almost equally nutty and their inheritors, if not their originators, were all of a stamp-suppressive.

All I beat the drum for is that the working worker deserves a break and the working manager deserves his pay and the successful company deserves the fruits of its success.

Only when success is bought by enslavement or rewards are given to bums or thieves will you find me objecting.

This is a new look. It is an honest look.

Reward the up statistic and damn the down and we'll all make out.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 MARCH 1966

Remimeo
Exec Secs' Hats
ES Comm Qual Hat
HCO Sec Hat
Dir I & R Hat
Ethics Hat
Tech & Qual Hats
LRH Comm Hat

Exec - HCO - Tech - Qual
Ethics

URGENT

HIGH CRIME
Effective 1 June 1966

In any instance of a heavily falling statistic in Tech or Qual or a chronically low statistic in Tech or Qual in an org or in any org which has chronically low statistics in all divisions:

The Ethics Officer must look for this policy violation which is the highest crime in Tech and Qual:

TOLERATING THE ABSENCE OF, OR NOT INSISTING UPON STAR-RATED CHECK OUTS ON ALL PROCESSES AND THEIR IMMEDIATE TECHNOLOGY AND ON RELEVANT POLICY LETTERS ON HGC INTERNES OR STAFF AUDITORS IN THE TECH DIV OR STAFF AUDITORS OR INTERNES IN THE QUAL DIV FOR THE LEVELS AND ACTIONS THEY WILL USE BEFORE PERMITTING THEM TO AUDIT ORG PCS AND ON SUPERVISORS IN TECH AND QUAL WHO INSTRUCT OR EXAMINE OR FAILING TO INSIST UPON THIS POLICY OR PREVENTING THIS POLICY FROM GOING INTO EFFECT OR MINIMIZING THE CHECK OUTS OR LISTS.

If an Ethics Officer or any person in HCO Dept 3 discovers this high crime to exist he must report it at once to the HCO Area Secretary.

The HCO Area Secretary must at once order a thorough investigation into any and all persons who might have instigated this high crime and report the matter to the HCO Exec Sec.

The HCO Exec Sec must then convene a Committee of Evidence with the persons accused as interested parties and must locate amongst them the suppressive or suppressives by the "reasonableness" of their defence, state of case and other signs.

The Committee of Evidence must declare the located S.P. suppressive by HCO Ethics Order and dismiss.

If any Ethics Officer, Director of I & R or HCO Area Secretary fails to obtain co-operation by superiors in carrying out this Policy Letter quickly then he or she must inform the LRH Communicator.

The LRH Communicator must then cable full particulars to Worldwide.

The Worldwide AdCouncil must then carry out this policy letter expeditiously and at any cost.

If the HCO personnel making this discovery cannot obtain action in any other way he or she must go outside the org and cable LRH Comm WW and his actions and costs in so cabling will be reimbursed on claim to WW and his post will be fully protected.

If the AdCouncil WW suspects this policy not to be in full force in any org despite assurances an HCO WW personnel must be sent to that org to investigate and may be deputized to remove either or both Exec Sees of that org by Comm Ev on the spot or at WW.

It has been discovered that failure to check out, Star Rated, the Tech and Qual HCO Bs applying to levels being audited or taught or examined and their processes and the data used in Review and relevant policy on those using the material in orgs results in a crashed Division 4 completion statistic, crashed income and low statistics throughout and a failing org and was the reason through 1965 for struggling orgs-the public would not pay more for service than it was worth to them and with this policy out, the service was not worth very much.

It has been found that a suppressive person will discourage this check out policy as one of his first actions.

This policy applies whether an auditor has been trained or not with star-rated check outs. Staff and Review auditor and Supervisor are special technical status grades and one cannot consider this double training.

"Star-Rated" means = 100 percent letter perfect in knowing and understanding, demonstrating and being able to repeat back the material with no comm lag.

Org Exec See Communicator for Qual WW is the final authority for any check sheets on this matter and is responsible for preparing and standardizing them from time to time. But the lack of a check sheet from ES Comm Qual WW does not set aside any provision or penalty of this policy letter.

This policy letter is issued in the complete knowledge that the absence of this policy in full effect is the primary reason for orgs not growing and is based on actual experience.

The only higher crime I could think of would be to pretend to have an org but have no technical personnel on staff in Tech or Qual. That is suppressive also and will crash an org. Handle it similarly to the above.

L. RON HUBBARD

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[Added to by HCO P/L 21 November 1971, *Scientology Courses Examination Policy*, Volume 5-page 139, which made it firm policy that anyone examining a student for certification on any Scientology Course, including Admin, must have first star-rated related Policies, HCO Bs or other issues before writing or grading exams.]

[Note: In the original issue of this Policy Letter the words "THE ABSENCE OF" in the first line of the 3rd paragraph were omitted. However, in a poster issued by Flag in 1971 quoting this capitalized paragraph of the "High Crime" P/L, these words were included, and accordingly have been added in this printing. - Ed.)

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 APRIL 1966

Gen Non-Remirneo
St Hill
Clearing Course

Students

ETHICS: CLEARING COURSE

Whenever a Clearing Course Student is found guilty by Ethics of serious noncompliance of Clearing Course instructions, blowing from Course, misuse of Clearing Course material, communicating about the Clearing Course to anyone (which includes Clearing Course students) other than the Clearing Course Supervisor or a Review auditor properly assigned to the case or of any action resulting in action having to be taken by Ethics, an Ethics investigation is to be ordered immediately by the HCO Exec See, St Hill to find who was responsible for allowing such a security risk on to the Clearing Course and make recommendations.

The Clearing Course Supervisor may demand of the HCO Exec See that a Committee of Evidence be called if he/she is of the opinion that the security of the Clearing Course is threatened and no action is being taken.

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[Revised to include Advanced Courses by HCO P/L 12 August 1971, Issue V, corrected & reissued 24 October 1971, *Ethics: Advanced Courses*, in the 1971 Year Book.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 AUGUST 1966

Rernimeo

ETHICS

CLEARs, INVALIDATION OF

Spreading false tales to invalidate Clears is a High Crime.

Anyone found spreading libelous and slanderous statements about the alleged behavior of Clears shall be declared Suppressive at once by the first Ethics Officer so hearing of the matter. Investigation should take the form of looking for a criminal background on the person spreading such rumors.

For sixteen years I have been subjected to this type of attack. Now it is being transferred to Clears by Suppressive Persons.

Such attacks are born out of terror of having anyone better or stronger. This is the basic motivation of any SP.

It has been a hard task to bring the shreds of civilization to a scientific barbarism known as "Western Culture".

Quite obviously it will require a long time to get Ethics in on this society. We have not been tough enough.

So get tough.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 AUGUST 1966
Issue 11

Remimeo
Ethics Hats
Clearing Course
Super
Clearing Course
Students

CLEARING COURSE SECURITY

If any Ethics Officer receives a report that a Clearing Course Student is engaging in activities such as to indicate that he or she is a potential security risk with regard to Clearing Course materials, the Ethics Officer must immediately cable the Clearing Course Supervisor at Saint Hill giving brief details, and airmail full details immediately.

Any sort of squirrel activity, contact with declared SPs or Suppressive Groups, entheta about or enturbulation of Scientology Orgs, or failure to report or communicate promptly to the local Ethics Officer when so requested, would be grounds for suspicion. *Unsolicited* receipt of mailings from a Suppressive Group would not, particularly if turned in unread to the Ethics Officer.

The Clearing Course Supervisor, on receipt of such a report, immediately cables the Ethics Officer to collect the student's materials and forward them to Saint Hill. The Ethics Officer may deputize any person qualified to handle such materials, but must comply immediately.

Meanwhile a full investigation into the allegations against the Clearing Course student is done and speedily completed. The findings are reported by airmail to the Clearing Course Supervisor.

If the allegations are found to be totally untrue, then the person making them is subject to severe Ethics action, since he has wasted a Clearing Course student's auditing time and slowed him down on the road to Clear.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 AUGUST 1966
Issue II

Rernfineo
Applies to
HCO Div 1,
Dept 3

ETHICS ORDERS

All Ethics Orders issued on staff members must state:

1. The executive ordering the order.
2. The Division, Department and any Section of the staff member.

An Ethics Order with a name only does not inform sufficiently.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 19 AUGUST 1966

Gen Non
Rernimeo
HCO Exec Secs
HCO Sees
Dir I & R
Ethics Hats

NUMBERING OF ETHICS ORDERS

Ethics Orders are henceforth to have the cable designation of the issuing Org (HCO Policy Letter 4 January 1966 11, and as amended) appended to the number of the Ethics Order.

Examples: 4SH, 20L, 1 AD etc.

The cable designation letters are to come at the end of the number.

Numbering on this system will start again from I for all Orgs. Present number sequences will not be continued.

Numbering does not start again from I at the beginning of each year but continues up to 9,999 and then starts at I again.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 27 SEPTEMBER 1966

Remimeo

THE ANTI-SOCIAL PERSONALITY

THE ANTI-SCIENTOLOGIST

There are certain characteristics and mental attitudes which cause about 20% of a race to oppose violently any betterment activity or group.

Such people are known to have anti-social tendencies.

When the legal or political structure of a country becomes such as to favour such personalities in positions of trust, then all the civilizing organizations of the country become suppressed and a barbarism of criminality and economic duress ensues.

Crime and criminal acts are perpetuated by anti-social personalities. Inmates of institutions commonly trace their state back to contact with such personalities.

Thus, in the fields of government, police activities and mental health, to name a few, we see that it is important to be able to detect and isolate this personality type so as to protect society and individuals from the destructive consequences attendant upon letting such have free rein to injure others.

As they only comprise 20% of the population and as only 2Y2% of this 20% are truly dangerous, we see that with a very small amount of effort we ~ould considerably better the state of society.

Well known, even stellar examples of such a personality are, of course, Napoleon and Hitler. Dillinger, Pretty Boy Floyd, Christie and other famous criminals were well known examples of the anti-social personality. But with such a cast of characters in history we neglect the less stellar examples and do not perceive that such personalities exist in current life, very common, often undetected.

When we trace the cause of a failing business, we will inevitably discover somewhere in its ranks the anti-social personality hard at work.

In families which are breaking up we commonly find one or the other of the persons involved to have such a personality.

Where life has become rough and is failing, a careful review of the area by a trained observer will detect one or more such personalities at work.

As there are 80% of us trying to get along and only 20% trying to prevent us, our lives would be much easier to live were we well informed as to the exact manifestations of such a personality. Thus we could detect it and save ourselves much failure and heartbreak.

It is important then to examine and list the attributes of the anti-social personality. Influencing as it does the daily lives of so many, it well behooves decent people to become better informed on this subject.

ATTRIBUTES

The anti-social personality has the following attributes:

I . He or she speaks only in very broad generalities. "They say. . ." "Everybody thinks . . ." "Everyone knows . . ." and such expressions are in continual use, particularly when imparting rumor. When asked, "Who is everybody . . ." it normally turns out to be one source and from this source the anti-social person has manufactured what he or she pretends is the whole opinion of the whole society.

This is natural to them since to them all society is a large hostile generality, against the anti-social in particular.

2. Such a person deals mainly in bad news, critical or hostile remarks, invalidation and general suppression.

"Gossip" or "harbinger of evil tidings" or "rumor monger" once described such persons.

It is notable that there is no good news or complimentary remark passed on by such a person.

3. The anti-social personality alters, to worsen, communication when he or she relays a message or news. Good news is stopped and only bad news, often embellished, is passed along.

Such a person also pretends to pass on "bad news" which is in actual fact invented.

4. A characteristic, and one of the sad things about an anti-social personality, is that it does not respond to treatment or reform or psychotherapy.

5. Surrounding such a personality we find cowed or ill associates or friends who, when not driven actually insane, are yet behaving in a crippled manner in life, failing, not succeeding.

Such people make trouble for others.

When treated or educated, the near associate of the anti-social personality has no stability of gain but promptly relapses or loses his advantages of knowledge, being under the suppressive influence of the other.

Physically treated, such associates commonly do not recover in the expected time but worsen and have poor convalescences.

It is quite useless to treat or help or train such persons so long as they remain under the influence of the anti-social connection.

The largest number of insane are insane because of such anti-social connections and do not recover easily for the same reason.

Unjustly we seldom see the anti-social personality actually in an institution. Only his "friends" and family are there.

6. The anti-social personality habitually selects the wrong target.

If a tyre is flat from driving over nails, he or she curses a companion or a non-causative source of the trouble. If the radio next door is too loud, he or she kicks the cat.

If A is the obvious cause, the anti-social personality inevitably blames B, or C or D.

7. The anti-social cannot finish a cycle of action.

Such become surrounded with incomplete projects.

8. Many anti-social persons will freely confess to the most alarming crimes when forced to do so, but will have no faintest sense of responsibility for them.

Their actions have little or nothing to do with their own volition. Things "just happened".

They have no sense of correct causation and particularly cannot feel any sense of remorse or shame therefore.

9. The anti-social personality supports only destructive groups and rages against and attacks any constructive or betterment group.

10. This type of personality approves only of destructive actions and fights against constructive or helpful actions or activities.

The artist in particular is often found as a magnet for persons with anti-social personalities who see in his art something which must be destroyed and covertly, "as a friend", proceed to try.

11. Helping others is an activity which drives the anti-social personality nearly berserk. Activities, however, which destroy in the name of help are closely supported.

12. The anti-social personality has a bad sense of property and conceals the idea that the idea that anyone owns anything is a pretense made up to fool people. Nothing is ever really owned.

THE BASIC REASON

The basic reason the anti-social personality behaves as he or she does lies in a hidden terror of others.

To such a person every other being is an enemy, an enemy to be covertly or overtly destroyed.

The fixation is that survival itself depends on "keeping others down" or "keeping people ignorant".

If anyone were to promise to make others stronger or brighter, the anti-social personality suffers the utmost agony of personal danger.

They reason that if they are in this much trouble with people around them weak or stupid, they would perish should anyone become strong or bright.

Such a person has no trust to a point of terror. This is usually masked and unrevealed.

When such a personality goes insane the world is full of Martians or the FBI and each person met is really a Martian or FBI agent.

But the bulk of such people exhibit no outward signs of insanity. They appear quite rational. They can be very convincing.

However, the list given above consists of things which such a personality cannot detect in himself or herself. This is so true that if you thought you found yourself in one of the above, you most certainly are not anti-social. Self-criticism is a luxury the anti-social cannot afford. They must be RIGHT because they are in continual danger in their own estimation. If you proved one WRONG, you might even send him or her into a severe illness.

Only the sane, well-balanced person tries to correct his conduct. RELIEF

If you were to weed out of your past by proper search and discovery those anti-social persons you have known and if you then disconnected, you might experience great relief.

Similarly, if society were to recognize this personality type as a sick being as they now isolate people with smallpox, both social and economic recoveries could occur.

Things are not likely to get much better so long as 20% of the population is permitted to dominate and injure the lives and enterprise of the remaining 80%.

As majority rule is the political manner of the day, so should majority sanity express itself in our daily lives without the interference and destruction of the socially unwell.

The pity of it is, they will not permit themselves to be helped and would not respond to treatment if help were attempted.

An understanding and ability to recognize such personalities could bring a major change in society and our lives.

THE SOCIAL PERSONALITY

Man in his anxieties is prone to witch hunts.

All one has to do is designate "people wearing black caps" as the villains and one can start a slaughter of people in black caps.

This characteristic makes it very easy for the anti-social personality to bring about a chaotic or dangerous environment.

Man is not naturally brave or calm in his human state. And he is not necessarily villainous.

Even the anti-social personality, in his warped way, is quite certain that he is acting for the best and commonly sees himself as the only good person around, doing all for the good of everyone-the only flaw in his reasoning being that if one kills everyone else, none are left to be protected from the imagined evils. His conduct in his environment and toward his fellows is the only method of detecting either the anti-social or the social personalities. Their motives for self are similar-self preservation and survival. They simply go about achieving these in different ways.

Thus, as Man is naturally neither calm nor brave, anyone to some degree tends to be alert to dangerous persons and hence, witch hunts can begin.

It is therefore even more important to identify the social personality than the anti-social personality. One then avoids shooting the innocent out of mere prejudice or dislike or because of some momentary misconduct.

The social personality can be defined most easily by comparison with his opposite, the anti-social personality.

This differentiation is easily done and no test should ever be constructed which isolates only the anti-social. On the same test must appear the upper as well as lower ranges of Man's actions.

A test that declares only anti-social personalities without also being able to identify the social personality would be itself a suppressive test. It would be like answering "Yes" or "No" to the question "Do you still beat your wife?" Anyone who took it could be found guilty. While this mechanism might have suited the times of the Inquisition, it would not suit modern needs.

As the society runs, prospers and lives solely through the efforts of social personalities, one must know them as *they*, not the anti-social, are the worthwhile people. These are the people who must have rights and freedom. Attention is given to the anti-social solely to protect and assist the social personalities in the society.

All majority rules, civilizing intentions and even the human race will fail unless one can identify and thwart the anti-social personalities and help and forward the social personalities in the society. For the very word "society" implies social conduct and without it there is no society at all, only a barbarism with all men, good or bad, at risk.

The frailty of showing how the harmful people can be known is that these then apply the characteristics to decent people to get them hunted down and eradicated.

The swan song of every great civilization is the tune played by arrows, axes or bullets used by the anti-social to slay the last decent men.

Government is only dangerous when it can be employed by and for anti-social personalities. The end result is the eradication of all social personalities and the resultant collapse of Egypt, Babylon, Rome, Russia or the West.

You will note in the characteristics of the anti-social personality that intelligence is not a clue to the anti-social. They are bright or stupid or average. Thus those who are extremely intelligent can rise to considerable, even head-of-state heights.

Importance and ability or wish to rise above others are likewise not indexes to the anti-social. When they do become important or rise they are, however, rather visible by the broad consequences of their acts. But they are as likely to be unimportant people or hold very lowly stations and wish for nothing better.

Thus it is the twelve given characteristics alone which identify the anti-social personality. And these same twelve reversed are the sole criteria of the social personality if one wishes to be truthful about them.

The identification or labeling of an anti-social personality cannot be done honestly and accurately unless one also, in the same examination of the person, reviews the positive side of his life.

All persons under stress can react with momentary flashes of anti-social conduct. This does not make them anti-social personalities.

The true anti-social person has a majority of anti-social characteristics.

The social personality has a majority of social characteristics.

Thus one must examine the good with the bad before one can truly label the anti-social or the social.

In reviewing such matters, very broad testimony and evidence are best. One or two isolated instances determine nothing. One should search all twelve social and all twelve anti-social characteristics and decide on the basis of actual evidence, not opinion.

The twelve primary characteristics of the social personality are as follows:

1. The social personality is specific in relating circumstances. "Joe Jones said "The Star Newspaper reported . . ." and gives sources of data where important or possible.

He may use the generality of "they" or "people" but seldom in connection with attributing statements or opinions of an alarming nature.

2. The social personality is eager to relay good news and reluctant to relay bad.

He may not even bother to pass along criticism when it doesn't matter.

He is more interested in making another feel liked or wanted than disliked by others and tends to err toward reassurance rather than toward criticism.

3. A social personality passes communication without much alteration and if deleting anything tends to delete injurious matters.

He does not like to hurt people's feelings. He sometimes errs in holding back bad news or orders which seem critical or harsh.

4. Treatment, reform and psychotherapy particularly of a mild nature work very well on the social personality.

Whereas anti-social people sometimes promise to reform, they do not. Only the social personality can change or improve easily.

It is often enough to point out unwanted conduct to a social personality to completely alter it for the better.

Criminal codes and violent punishment are not needed to regulate social personalities.

5. The friends and associates of a social personality tend to be well, happy and of good morale.

A truly social personality quite often produces betterment in health or fortune by his mere presence on the scene.

At the very least he does not reduce the existing levels of health or morale in his associates.

When ill, the social personality heals or recovers in an expected manner, and is found open to successful treatment.

6. The social personality tends to select correct targets for correction. He fixes the tyre that is flat rather than attack the windscreen. In the mechanical arts he can therefore repair things and make them work.

7. Cycles of action begun are ordinarily completed by the social personality, if possible.
8. The social personality is ashamed of his misdeeds and reluctant to confess them. He takes responsibility for his errors.
9. The social personality supports constructive groups and tends to protest or resist destructive groups.
10. Destructive actions are protested by the social personality. He assists constructive or helpful actions.
11. The social personality helps others and actively resists acts which harm others.
12. Property is property of someone to the social personality and its theft or misuse is prevented or frowned upon.

THE BASIC MOTIVATION

The social personality naturally operates on the basis of the greatest good.

He is not haunted by imagined enemies but he does recognize real enemies when they exist.

The social personality wants to survive and wants others to survive, whereas the anti-social personality really and covertly wants others to succumb.

Basically the social personality wants others to be happy and do well, whereas the anti-social personality is very clever in making others do very badly indeed.

A basic clue to the social personality is not really his successes but his motivations. The social personality when successful is often a target for the anti-social and by this reason he may fail. But his intentions included others in his success, whereas the anti-social only appreciate the doom of others.

Unless we can detect the social personality and hold him safe from undue restraint and detect also the anti-social and restrain him, our society will go on suffering from insanity, criminality and war, and Man and civilization will not endure.

Of all our technical skills, such differentiation ranks the highest since, failing, no other skill can continue, as the base on which it operates-civilization-will not be here to continue it.

Do not smash the social personality-and do not fail to render powerless the anti-social in their efforts to harm the rest of us.

Just because a man rises above his fellows or takes an important part does not make him an anti-social personality. Just because a man can control or dominate others does not make him an anti-social personality.

It is his motives in doing so and the consequences of his acts which distinguish the anti-social from the social.

Unless we realize and apply the true characteristics of the two types of personality, we will continue to live in a quandary of who our enemies are and, in doing so, victimize our friends.

All men have committed acts of violence or omission for which they could be censured. In all Mankind there is not one single perfect human being.

But there are those who try to do right and those who specialize in wrong and upon these facts and characteristics you can know them.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 5 OCTOBER 1966

Unit Supers
Students
SH Only
Ad Council
Qual See
Tech See

STUDENTS TERMINATING

LEAVE OF ABSENCE

BLOWN STUDENTS

L Students Terminating

Any student terminating the SHSBC, the Solo Audit Course, or the Ministers Course is to get an end of course clean-up by a qualified fellow student on a June 26 Form run as Auditing by List.

The D of T is responsible for seeing that this policy letter is put into effect.

Any student routing form now in use should be modified to include this step. The Unit Supervisor is to sign in the proper place.

In case of difficulty in the cleaning up of the form, the student should be routed to the Dept of Review for a formal review session.

Ethics cannot OK the termination without the form signed by the Unit Supervisor, whether a review session occurred or not in the Dept of Review.

11. LeaveofAbsence

(a) Any student wanting to leave course should be treated as a kind of blow and sent to Review. Only after a review can any leave of absence be granted by the Tech See, on D of T's advice and after an Ethics clearance. Valid evidence of the necessity for a leave must be presented by the student. In no case can it exceed two weeksexceptional leave of absence exceeding a two week period can only be granted by the Ad Council upon presentation of strong evidence of the necessity for such and after the above routine has been gone through.

(b) A short leave of absence of a day or so can be granted by the Unit Supervisor without any further okay than by the Dir of Training.

Iff. Blown Students

Blown students are handled as per HCO Pol Ltr of April 5, 1965, HCO Justice Data re Academy & HGC-Handling the Suppressive Person, Volume 1, page 381 -"The Blown Student", and any other policy letters dealing with suppressive acts.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 DECEMBER 1966

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ADMIN KNOW-HOW

PTS SECTIONS, PERSONNEL AND EXECS

An org has certain sections, units, personnel and executives who go PTS to suppressive elements in the society.

If one knows this, one becomes less puzzled by non-compliances and trouble in those quarters. One can also do something effective if one realizes why.

Legal, accounts and construction and lesser units tend to go PTS very easily.

A "P.T.S." is a *Potential Trouble Source* by reason of contact with a suppressive person or group.

Suppression is "a harmful intention or action against which one cannot fight back." Thus when one can do *anything* about it it is less suppressive.

Thus Legal goes PTS being in contact with SP courts and with SP or PTS attorney firms as well as confronting suppressives who are seeking to injure the org through various suppressive actions.

Accounts goes PTS through various tax and government supervision suppressions.

An Estate Branch listening to Town & Country Planning or zoning suppressives tends to go PTS.

In a standard issue corporation the Labour Relations contact point, continually messed up by labour agitators who could do the company in and regulations protecting such, tends to go PTS.

An Ethics Officer may become PTS.

The Dead File Unit may go PTS on all the enttheta letters.

As such PTS personnel impinges on top executives, these can also go PTS and the org gets harmed to say the least.

HANDLING

As one cannot easily disconnect from suppressive society points without leaving the society, it remains that an executive must handle, if not the SP social groups, at least the situation developing from them and into the org.

Ideally one removes the SPs in the social groups. But where that is not possible one can do several things:

- (a) Limit the number of org personnel such groups contact.
- (b) Give such org personnel as do contact such suppressive elements S & Ds occasionally.
- (c) Change such personnel frequently.

- (d) Develop a system to restrain the SP from easily influencing such org personnel as may remain in contact.
- (c) Work gradually but steadily into a position to be able to remove suppressives from the social groups in question, such as becoming more influential as an org, suing, exposing, public education and other means.

INDICATORS

The first indicator an org executive has of a unit or staff member going PTS is non-compliance. Such personnel are being overwhelmed in various ways by the SP social groups and have no energy left to undertake their duties or forward org programmes.

Another indicator is the amount of illness and lack of case progress on the part of such PTS staff members.

A tl-drd indicator is an executive getting the hat of such a personnel on his own plate.

An executive who doesn't notice such indicators and act is being in turn PTS, or simply isn't of executive calibre.

METHODS OF BALKING

There are several methods by wl-dch a staff member acting as an org contact point in connection with suppressives can balk the agents of SP groups.

One is to always tape record visibly whatever the agent from such a suppressive group says. "Ah. Mr. Figuretwist of the Tax Division? Good. Now wait a moment so I can record whatever you say. Good. It's now recording. Go ahead." We used to handle the Internal "Revenue" Service of the US this way quite successfully. The org contact point always stopping the IRS inspector they sent around, turning on a portable recorder and then, and not until then, letting the man speak. Quite effective. That org only got into tax trouble when it stopped doing this. After the recording was dropped out as drill the SP utterances of IRS agents were in full cry at the staff and they went PTS and began to make crazy errors and ignore org orders re tax.

Any time such agents come around they try to get as many staff into it as possible. And yap and yap and threaten and enturbulate. One must put them in Coventry (silence treatment) from staff other than the contact point. Staff members of a unit that could go PTS must be ordered to walk off without a word whenever such an agent shows up. No "bull sessions" or arguments with such a person. The staff personnel who handles should point at the agent if other staff is about and say some key word like "This is a government man" at which all other staff in the unit turns its back or pointedly walks off. If you do this such agents can't take offence but they get very uneasy, transact quickly, forget their mission to be enturbulative and go away soon. Don't ever think politeness will help you. Tipping one's hat to snakes never stopped a person getting bitten. Walking off has.

Staffs are so "reasonable" they think these SP group representatives are there for necessary purposes or serve some purpose, or can be reasoned with-all of which is nonsense.

There are no good reporters. There are no good government or SP group agents. The longer you try to be nice the worse off you will be. And the sooner one learns this the happier he will be.

Some staff member in such contact points in the org should be the only one who handles and all other staff should be given chits for talking to such a person.

This limits the area of enturbation. The handling staff member can become

expert. But even so watch for bad indicators in that staff member, and the moment they show up, change the contact point.

Never give such persons access to persons high up in the org-or unit. Turn such over to special personnel who can get the business over with at once and get the agent off the premises soon.

If you see a manager snapping terminals with such agents, transfer him to another post in the org. Unless you do so, he'll soon cease complying with policy and will soon have the place falling apart.

When such agents act or sound very suppressive, get them investigated, find the scandal and attack. It is a fortunate truth that such people also have crimes in their background that can be found. Find and expose them.

SPs are at war. Pleasant conduct, mean conduct, any conduct at all is simply more War. So wage the back action as a battle.

In all the history of Scientology no interviewing reporter ever helped. They all meant the worst when they acted their best and we are always sorry ever to have spoken. Even if the reporter is all right, his newspaper isn't and will twist his story. We have done best when we have blocked off reporters and worst when we've been nice, so the moral is, a person from an SP group will eventually make an org or some part of it PTS regardless of the agent's conduct.

These words may seem harsh and unreasonable, yet truth is truth and only when we ignore it do we get fouled up. Agents from SP groups lead to PTS staff, units or sections, leads to non-compliance, leads to a mess.

It isn't just imagination that SPs attack Scientology. The evidence has been around in plenty for 16 years.

We began to prosper the day we cut public SPs' correspondence off the org lines and sent it to dead file. Our executives began to function, policy began to be followed, and we began to grow.

So we'll attain new expansion just by applying what is in this policy letter.

I personally find such agents rather pitiful in their attempts to make trouble. I think the contemporary attempts to upset us and accusations of things we never do quite prove the fact such mean us no good. But many staff and executives try desperately to be nice to them.

Handle the business they present as effectively as possible on special channels. Don't be nice. Limit their reach. And have less non-compliance and a far more effective and happier org. After all real suppressives only constitute about 2Y2 percent of the total population. Why spend more than 21/z percent of your time on them?

The whole stunt is realizing that certain groups are SP and recognizing them and then handling them.

Be alert and stay alive. It won't always be this way.

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 29 DECEMBER 1966

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HISTORICAL PRECEDENCE OF ETHICS

One of the early codes of regulations and right conduct is contained in the following article (about 2500 years ago in India),

More importantly, the regulations quoted here are the direct forerunner of our own Ethics system.

This is of interest in event of any challenge of the validity and religious nature of our Ethics system.

This well written summary is taken from the 1965 Buddhist Annual.

Matters Judicial

T. H. Perera

The Vinaya Pitaka, in particular the Culla-vagga, contains the rules of conduct for the purity of the monk-life. The Buddha enacted these rules only when a moral lapse on the part of a disciple was brought to His notice.

These rules of conduct are intended for the rehabilitation of an erring monk rather than to punish him. The rules (227) are known as: morality consisting in restraint, with regard to the monk-rules. Except for the four major offences called PAriijik~i (defeated), which entail on the offender the expulsion forthwith from the Order, all the infringements of monastic conduct could be atoned for in the manner prescribed in the Vinaya Pi"ka.

These infringements of monastic rules are classified according to their *ascending order* of gravity into: *Dukkata*, *Thullaccaya*, *P5rajika*.

For instance, suppose bhikkhu A entertains displeasure towards bhikkhu B, notices a new robe belonging to B, and maliciously hides it causing pain of mind to B, then A has committed a *dukkata*. if he maliciously causes damage to a new robe belonging to B, he has committed a *thullaccaya*. if he steals a new robe belonging to B, he has committed a *pargjikii*. The same gradation applies to injury to person: simple hurt, grievous hurt, murder.

It must be emphasized here that the Buddha

did not consider Himself as a Supreme Law giver, nor did He entertain the suggestion of a successor, He passed away leaving behind the Teaching and Discipline as successor, counsellor and guide.

After the Buddha's demise, the Elder Ga~iaka Moggallana raised the question of a successor. Ananda told him that the Pi-imokkha rules were the successor and guide. it is interesting to note here that the time-honoured custom of bhikkhus meeting together, once a fortnight, for the recital of the P4imokkha rules in order to seek remission for any infringements (lesser) of the monastic rules, and thus establish their purification, dates back to this reply.

The Vinaya Pipaka, *apropos* the rules of Discipline, permeates, is pregnant with and redolent of the demands of democracy. Every Ecclesiastical Act is reinforced with the spirit of democracy-a very significant fact, which will be appreciated as the subject is developed here.

One more significant matter: the decisions of the Ecclesiastical Court with regard to capital offences such as *Nissaya-kamma* which carries a period of surveillance on the offender, *Pabbaya-kamma* which is temporary removal of the delinquent monk from the Arama, *Pdrarfika* which is instant expulsion of the transgressor from the Order-these decisions received the fiat of the King's Court, and were duly put into

execution.

The Ecclesiastical can be classified under four categories:

Disciplinary action taken for the violation of one or more of the Patimokkha rules (monastic etiquette).

Procedure adopted at the hearing of an alleged offence by a monk, and the passing of sentence if the offender is found guilty.

Conduct of monks while serving a sentence for moral delinquency.

The restitution of the rights and privileges which a monk lost while under surveillance, or removal from an arima.

Preliminary Procedure

Questions as regards the minimum number of monks required for an Ecclesiastical Act are raised and settled.

Thereafter, the chapter of monks to form the Court is selected by the unanimous vote of the monks resident in an 5xima.

The President of the Chapter of Monks is chosen by a unanimous vote.

Minima

Four monks who are of the higher ordination (upasampadd) shall form this Chapter of Monks for all acts, except ordination, the concluding ceremony of Vassa~v;!sa (pavarata), and recalling a monk after probationary discipline (abbhana).

Five upasampada monks for all acts except ordination and abbhana.

Ten upasampada monks for all acts, except abbhana These are considered sufficient for an ordination.

Twenty upasampada monks for abbhana and all other acts.

(If any Ecclesiastical Act is transacted below the required Minima, then ipso facto it becomes invalid and ceases to be operative.)

The President

The President shall be a senior monk (seniority in regard to upasampada), of unimpeachable

character, one who is an accepted authority on the Dhamma-Vinaya and one who has gained the Jh5nas.1 He shall be a person who commands the respect and confidence of the entire Sangha resident in the arima. The Chapter assemble and select by voting one of their numbers possessed of the above qualifications as the President of the Court. The voting is either by show of hands, by secret ballot, or by whispering.

Charge-Sheet

The information regarding the alleged offence is brought to the notice of the Court, in the form of a resolution moved by a senior monk. it is then seconded and read a second and a third time. if the resolution fails to obtain the unanimous vote of the assembled monks, then a nolle prosequi is entered, and the accused monk goes back to his monk-friends with no taint on his character.

The Plea

The offender has the right to defend himself, dispute, debate and argue the case. if the decision of the Court goes against him, he has the right of appeal to a higher corporate body of the Sailgha. All decisions are arrived at by a majority vote. However, unanimity is striven for,

If a difference of *opinion arises* in regard to the interpretation of a Vinaya rule or the relevancy or otherwise of a particular piece of evidence, it is referred to a special committee of two or more monks who are acknowledged authorities on the Vinaya. The committee, having considered the matter in dispute in all its aspects, reports back its decision to the Court, which decision is final. The committee which settled the matter in dispute is called the Ubbahika.

Some Offences

We may now proceed to discuss briefly some of the offences, which are not only repugnant to the moral well-being of the community of monks but also retard the spiritual progress of the monk who succumbs to moral turpitude. Let us first of all deal with the two major offences of Nirajiki and Safighadisesa. Nr5jika

PArajika means "defeated", that is, the of 1. The last is no longer observed-Ed.

fending monk has faded, beyond redemption, to honour the pledge which he took to observe at the moment he entered the Order. A monk who falls a victim to the demands of the flesh has fouled the Walk to the Supreme (*brahmacariya*). The Buddha would not compromise on this grave lapse.

The first recorded instance of an adulterer² was Sudinna, the monk. He admitted his offence, explaining that he was persuaded to commit the offence by his parents, who had **their** own motives. The Buddha pardoned him as a first offender. Thereafter, Sudinna led an exemplary life.

Stealing, murder and persuasion to commit suicide, and pretending ultra-normal powers are the other three offences under P~r5.jiki. The offender is liable to immediate dismissal from the Order. If he so desires, he may return to the Order. In that event he can remain only as a novice.
Safigh5disesa

The thirteen *Sahghadisesa offences-offences* against person and property are a degree less than *Parajika*, but they are more grievous than *Pacittiyas*. *Sahghadisesa offences* are so called because the Safigha should assemble at the beginning and at the end of this Safigha-kamma. The Chapter to hear an offence of this nature should not comprise less than twenty. The offender, if found guilty, is suspended from the Order, and is kept on probation for a specified period. During this period, if his conduct is found satisfactory, he is readmitted.

Some of the lesser offences of monastic misconduct will now be noted.

Act of Censure (*Tajjantya-kamma*)

A monk who is prone to pick quarrels, is vicious and is vindictive.

A monk who, by nature, delights in the commission of offences.

A monk who is fond of the company of householders (lay folk).

A monk who pays scant respect to monastic etiquette.

2. What is specifically meant is a sexual act committed with anyone-Ed.

A monk who speaks openly against the Buddha, the Dhamma and the Saigha.

Tajaniya-kamma is pronounced on a monk who is found guilty of any one of these offences, which may take the form of a vote of censure on the delinquent monk, or the monk is asked to confess his error and seek expiation for it, or he loses the rights and privileges enjoyed by a monk.

Restoration of Status

A monk on whom Tajanlya-kamma is pronounced, wherein he loses certain rights and privileges of a monk, and who conducts himself thereafter in keeping with the Vinaya rules, is afforded the right to seek a revocation of the punishment passed on him, and also seek a restoration of the rights and privileges which he lost,

Nissaya-Kamma

A monk is seen to associate with householders in a manner contrary to the bhikkhu life. In doing so, he participates in such acts as: putting a monk on probation, suspending a monk for a Safighadisesa offence, and recalling a monk who is on probation.

The offender, if found guilty, is punished in this manner:

(a) He is put under a senior monk who is to be his teacher (b) He must devote himself to the study of the Tipitaka with his tutor's guidance.

Such restoration of status is as prescribed for *Taiiantya-kamma*

Pabbalaniya-Kamma

The following are the violations cognizant of this Act:

i. A monk who through his misbehaviour spoils the faith of the supporter-families in the monk.

ii. A monk who is fond of garlands, unguents, music and dancing.

iii. A monk who is frivolous and lacks manners.

Such a monk, if found guilty, is removed from his arama to another drama till he makes amends. The restoration of monk rights is as provided for above.

Patisaraniya-Kamma

A monk causes loss or attempts to cause loss to a layman or reviles him. The offender is brought before the Court, and asked to recant his wrongs and beg pardon of the layman.

Ukkhepaniya-Kamma

This is the punishment imposed upon a recalcitrant monk, who is obdurate and refuses to acknowledge or confess a wrong act. It involves the total segregation of a monk till he realises his folly and becomes amenable to discipline.

Parivisa-Kamma

There are four kinds of *Parivasa*. One of them deals entirely with persons belonging to non-Buddhist sects who are kept on probation for four months. The other three are punishments imposed on SaAghadisesa offences. The whole of the *Parivasikakkhanda* deals with the procedure of keeping a delinquent monk under surveillance for a specified period.

Patikossan--Kamma

This Ecclesiastical Act is prescribed for minor offences (totalling 92) and are called

Pacittiya-dhamma. The offender is brought before the Safigha. He confesses his fault and is reproved.

Other Ecclesiastical Acts

i. Nissarai~a is the act of expelling a monk from the Order.

ii. Osara~2a is the act of revocation of disabilities imposed upon a monk by the Ecclesiastical Acts (see above).

ffl,Abbham is the elaborate process of recalling a monk who has fulfilled the Vinaya requirements during the period he was under probation. However, if the monk under probation fails to fulfil the necessary requirements expected of him, then he is placed under:

iv. Mulaya-patikassand which is a further period of Parbrua or Manatta.³ This process is repeated till the monk is found fit to be recalled to the Order.

Those notes should provide a fair idea of the disciplinary methods operating in the community of Buddhist monks.

^{3.} *M~atta-kamma* is also a form of punishment for SaAghSdiwsa offence & it runs almost parallel with Parivasa-kamma; *T.H.P.*

L. RON HUBBARD

Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 AUGUST 1967

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SECOND DYNAMIC RULES

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

L. RON HUBBARD

Founder

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HCO POLICY LETTER OF 15 AUGUST 1967

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DISCIPLINE

SPs AND ADMIN

HOW STATISTICS CRASH

One of the ways an SP works to stop an activity or to halt an affluence is to pick out key personnel and spread wild, false and alarming stories about them.

Another way, often used in conjunction with the above, is to pound a key executive with alarming entheta about staff, divisions or activities. This urges the key executive to take uncalled for action which upsets things and which may lead to the dismissal of valuable staff.

Also it is a symptom of an org under external pressure to come down on its own personnel rather than on the public or on real SPs.

SPs tend to vanish in memory since they speak in generalities. "Always" "everyone" salt their language so that when you say, "Who told you?" in tracing a rurilor, it is hard to remember since "everyone" seems to have said it. Actually the SP who did say it used "everyone" in his comm so often as to become in memory "everyone".

A GOOD MANAGER IGNORES RUMOR AND ONLY ACTS ON STATISTICS.

Had I heeded over the years any rumormonger, we would have no orgs. I generally don't listen and if I do, only go so far as inspecting stats.

It is easy to discipline staff and hard to discipline the public. A LAZY executive only disciplines staff. It takes more confront to tackle the public.

When an executive listens to rumor and bad things about his fellow staff members without looking at the actual production statistics, that executive can harm the org badly.

I have never tried to make staff members "be good". I have only tried to make them produce and wear their hats.

Our whole statistic system exists to end excessive discipline of valuable staff members.

To me a staff member whose stats are up can do no wrong.

I am not interested in wog morality. I am only interested in getting the show on the road and keeping it there.

Also I detest having. to discipline anyone for anything, particularly a Scientologist. And the only discipline I use is to hold the fort until people are clear enough to see the light. They always do. All misconduct comes from aberration.

However if anyone is getting industrious trying to enturbulate or stop Scientology or its activities I can make Captain Bligh look like a Sunday school teacher. There is probably no limit on what I would do to safeguard Man's only road to freedom against persons who, disdaining processing, seek to stop Scientology or hurt Scientologists.

I well know Man's fixation on trying to make "everybody good". Which means, really, inactive. The best men I have had in wars routinely have been continually arrested and generally frowned on by "shore patrols", "military police", etc. To the body politic a *quiet* person is the ideal, When the guns begin to go, these quiet ones are all hiding and only the active ones are there to fight. I often wonder what would happen to a state if it *did* achieve its apparent goal of making one and all inactive little sheep.

So I don't care what men or women do if they just wear their hats and keep their stats up. Only when Scientology is being slowed or stopped do you find me rigging up the tools of discipline.

In actual fact I rather hold the person who is inactive because he is afraid of punishment in contempt. I respect only those who are strong enough to be decent without the "self protection" of evil.

I use discipline to hold the edges of a channel, not to stop the flow.

SPs LOVE to coax those with power to slay. As the basic ambition of any **SP is "EVERYBODY DEAD SO I CAN BE SAFE" he or she** will use all manner of lies and mechanisms to excite a thirst for discipline in those in power.

If I ever heed any "Kill everybody" advice it is to put the adviser up against a brick wall.

All evil stems from aberration. And it can be pretty evil. And awfully aberrated. The only road out from evil is processing. Therefore one must protect the road to freedom as the answer to evil and must protect as well all those who are working to keep the road in.

The world will never become good because of discipline or oppression of evil. All discipline pre-supposes that the person being disciplined wants to survive. The truly evil only want to succumb so discipline threat is no answer. The truly evil LOVE pain and suffering and deprivation. So it coerces nothing and improves nothing when you seek to solve all evil with discipline. Only the already decent can be disciplined. At only obliges the evil ones. So all you can do really is to get the evil ones parked off the lines.

The Executive in disciplining is concerned with those who would stop or hinder the flow and those who are just plain idle or stupid. So he severely leaves alone all up stats and only acts to move the suppressives off the lines and not let the idle and stupid slow the flow. An executive could never make the world reform by discipline alone. He can by processing. So his only use of discipline is to continue to make processing possible. It's as simple as that.

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 18 SEPTEMBER 1967

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Ethics Officer's Hat
Staff Training
Officer;s Hat

ETHICS OFFICER CHECK-OUTS

(Any Ethics Officer who has not been checked out on all Ethics Policies, must do so within one month on receipt of this Policy Letter.)

On the appointment of any new Ethics Officer, the Ethics Officer must be checked out on all Ethics Policy Letters within one month, after having been appointed.

The check-outs are to be done by S , T.O. who must ensure that the Ethics Officer thoroughly understands and can apply these Policies and is able to demonstrate in clay, any point or duty of Ethics.

Failure to comply with t~his Policy Letter will result in instant removal from Post.

Proposed by Board of Investigation
Philip Quirino - Chairman
Julia Watson - Secretary
Jane Kember - Member
Mary Sue Hubbard
The Guardian WW
for
L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 20 SEPTEMBER 1967

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All Tech & Qual Staff
Ethics

CONFIDENTIAL DATA

1. No Ethics Chit written by anyone should contain data which is classified as confidential.
2. Such material so classified is contained in Power Processes, Clearing Course and Advanced Courses.

Qual See - Helen Pollen
HCO Area See - Irene Dunleavy
Exec Council SH - J.J. Delance
- Joan McNocher
- Ken Urquhart
Exec Council WW - Tony Dunleavy
- Eunice Ford
- Ken Delderfield
Guardian Comm WW - Corrie Ellis

Mary Sue Hubbard
The Guardian WW
for
L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 1 OCTOBER 1967

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ADMIN KNOW-HOW

USES OF ORGS

There are two uses (violently opposed to each other) to which Sen orgs can be put. They are:

1. To forward the advance of self and all dynamics toward total survival.
2. To use the great power and control of an org over others to defend oneself.

When a decent being goes to work in an org he uses 1.

When a suppressive goes to work in an org he uses 2.

When you get in Ethics the decent one raises his necessity level and measures up. The suppressive type blows (leaves).

It is of vital interest to all of us that we have orgs that serve to increase survival on all dynamics. And that we prevent orgs being used as means to oppress others.

The answer, oddly enough, is to GET IN ETHICS exactly on policy and correctly. And we will advance.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 OCTOBER 1967
Issue 11

Remimeo

ORG EXEC SEC AND DISTRIBUTION
(Effective 1 Nov 67)

Any Org Exec Sec who does not have a full time Distribution Secretary who has that post only and whose Div 6 is not fully operating in all departments with all Dist Programmes is automatically in NON-EXISTENCE and has no rights as his omission amounts to a restriction of his org and nullification of the efforts of his staff and a betrayal of humanity.

Failure to have a Distribution Division effectively operating in all departments is a withhold of processing and salvation from the human race.

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L RON HUBBARD
Founder

[This Policy Letter was amended by HCO P/L 28 April 1968, same title, bringing it into line with the 9 Division Org Board by changing *Distribution Secretary, Div 6* and *Distribution Division* to *Public Executive Secretary and Public Divisions*. A complete copy of the amending P/L can be found in Volume 7, page 74.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 6 OCTOBER 1967

Remimeo

HCO EXEC SEC CONDITION

The HCO Exec Sec of any Org is automatically assigned a Condition of Non-Existence if he or she does not have

1. A full time Communicator in Dept 2 who does nothing but look after speeding the Org's comm and handling it, and
2. A full time Ethics Officer who does nothing else but keep the Org's tech in and keeps Ethics in on staff.

And in an org of more than 100 staff members does not have

3. A second Ethics Officer for the public and an Ethics Interview Officer for each Ethics Officer to care for routing, files, etc.

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HCO POLICY LETTER OF 16 OCTOBER 1967

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Admin Know-How # 16

SUPPRESSIVES, AND THE ADMINISTRATOR HOW TO DETECT SPs AS AN ADMINISTRATOR

There are three areas of detection which an Administrator can utilize in the detection of a Suppressive Person.

These are:

1. No Ethics change
2. No Case change
3. No Admin change.

An SP (Suppressive Person) is unable to change because he cannot, himself, confront. He is badly "out of valence". Therefore, not being able to look at things directly he is unable to erase them or even see what they are. Such people often have a curtain of pictures they look at instead of the universe around them. They do not see a building. They see a picture of a building in front of the building. They are not at the point from which they view things.

Thus they are peculiar in that they can't change.

The three principal zones in a Scientology org are

1. Ethics
2. Tech
3. Admin.

We have the natural laws of these subjects, each one.

If you can get in Ethics you can get in Scn technology. If you can get in Scn technology you can get in Admin. If you can get all three in you have an org and have expansion.

If you can't get in Tech, Ethics is out. If you can't get in Admin, both Tech and Ethics are out.

The sequence that things have to be "gotten in" to make an org is 1st Ethics, 2nd Tech, 3rd Admin.

Where one of these goes out, the org contracts.

We have these three sciences. To really handle things one has to be a master of all three, even to live a good personal life.

By "get in" we mean get it applied and effective.

We live in a very woggy world at this time. The wog is so out-Ethics he is living in what amounts to a criminal society.

, When we try to get Tech in on the planet we run into the out-Ethics areas and this is the real source of our troubles where we have any. We are getting in Tech before we get in Ethics. It can be done (obviously, since we are doing it). But it is a heavy strain at best.

Just because we do not at once get Ethics in on the planet does not mean we can't get any Tech in.

By handling small sectors, beginning with self and Sen groups and orgs, we can continue to repeat the cycles of three-Ethics, Tech, Admin. Gradually we enlarge the numbers we have and gradually our sphere of Ethics-Tech-Admin expands. And we one day have Ethics in on the planet, Tech in on the planet, Admin in on the planet.

The only stumbling block is the SP. This person (about 10% of the population) is unable to change. We can process them if we can get them to sit still.

But these are the hidden booby traps which make one's life, one's family, one's org, one's nation, one's planet a rough-rough proposition.

Ninety percent of the people say, "Ethics great, Tech great, Admin great." And away we go.

Ten percent say, "Horrible horrible horrible." And cannot *either see or change*. They are the true psychotics no matter how "sane" they sound. The people in institutions are generally only their victims.

This 10 percent, one must be able to detect and weed out so they don't contaminate areas we are bringing up in ethics, tech and admin.

Our policy is we don't waste time on them. To cater to them is to betray 90% of the population. So we set them aside for another day.

We get them off lines, out of orgs and to one side.

The true character of these people is usually masked in many ways. They are expert only in deception and can take on any guise.

To listen to them one would suppose he was talking to his best friend sometimes. Except the knife in one's back is also driven in by them,

We have much tech to describe them.

But one does not have to be an auditor with a meter to find these people.

An administrator only needs to know the three things about them.

1. No change in Ethics.
2. No change in Case.
3. No change in Admin.

These people have

1. Thick Ethics files.
2. Thick (or no) case files.
3. Thick full (or no) comin baskets.

If you just dismissed anyone who had all three you would have gotten rid of an SP.

It works this way. When you start to get in Ethics most people "learn the ropes" fast. They may have a few down conditions and chits or even courts or Comm evs but you see the frequency dwindles and eventually vanishes or nearly so.

When you start to get in tech on a person, it may be a hard haul for a while and then it begins to level out and get easier.

When you start to get in Admin the confusion around some person may be great but after a while the lines and policies straighten out.

None are good little angels. But 90% make progress in these 3 fields of Ethics, Tech and Admin.

The SP does NOT make any consistent progress at all and lapses every time.

As only 10% of the people then are making nearly all the tough work in Ethics, Tech and Admin, the thing to do then is to get them off the lines rather than betray 90%.

And the SP is detectable in ALL THREE AREAS. It needs no microscope to find out who on a staff has the seniors working so hard for so little gain.

Their ethics file is huge, their case file either doesn't exist at all or is very fat, their comm lines are jammed, their policy is out and their stats are on the bottom eternally.

So as an administrator you can detect SPs. You better had. **YOUR OWN STATS WILL BE DOWN TO THE DEGREE YOU FAIL TO DETECT THEM.**

Just go to your files and look at the desks and sack whoever satisfies all three conditions above and you can't miss and WILL be able to breathe.

L. RON HUBBARD

Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 OCTOBER 1967
Issue III

POLICY AND HCOB ALTERATIONS

HIGH CRIME

Recently, during the reorganisation of WW, it came to light that in some Continental orgs EXEC SECS and SECS had on occasion actually ordered that certain Pol Ltrs and HCOBs *were not to be followed*.

This order is an illegal order and any staff following it is guilty of executing an illegal order.

Any executive issuing such an order shall hereafter be considered as committing a high crime which on proof beyond reasonable doubt constitutes a HIGH CRIME and can carry the assignment of the Condition of TREASON for both the person issuing the order and the person who receives and executes it.

All such instances MUST be reported at once to the International Ethics Officer at WW.

Failure to report such an order to the Int E/O when one knows of it carries with it the assignment of a Condition of Liability.

Lines for the amendment of Policy already exist as per other Pol Ltr and until an amendment is legally and completely passed the old policy must be followed.

HCOBs cannot be amended.

L. RON HUBBARD

LIZI1Jp.cden Founder
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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 NOVEMBER 1967

Remimeo
Info Int E/O WW
Local E/Os
Info Int SPEOWW

OUT TECH

ANY AND ALL *published* mimeoed out tech processes or "recommendations" or "interpretations" not written or signed by myself must be sent to the International Ethics Officer at WW with any information on their authorship or origination so that Conditions may be assigned and broad cancellation can be issued by the International Ethics Officer.

The reason for this is the discovery of a process on page one of the Org Exec Course checksheet of 21 Sept 67 which would ruin any student's case, his interest in admin and which would deter enrolment.

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L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO, POLICY LETTER OF 22 NOVEMBER 1967

Student Hat
Remimeo

All Students

All Courses

OUT TECH

If at any time a supervisor or other person in an org gives you interpretations of HCOBsj Policy Letters or tells you, "That's old. Read it but disregard it" or gives you a chit for following HCOBs or tapes or alters tech on you or personally cancels HCOBs or Policy Letters without being able to show you an *HCOB* or Policy Letter that cancels it, **YOU MUST REPORT THE MATTER COMPLETE WITH NAMES AND ANY WITNESSES ON DIRECT LINES TO THE INTERNATIONAL ETHICS OFFICER AT WORLD WIDE.**

The only ways you can fail to get results on a pc are:

1. Not study your HCOBs and my books and tapes.
2. Not apply what you studied.
3. Follow "advice" contrary to what you find on HCOBs and Tapes.
4. Fail to obtain the HCOBs, books and tapes needed.

There is no hidden data line.

All of Dianetics and Scientology works. Some of it works faster.

The only real error auditors made over the years was to fail to stop a process the moment they saw a floating needle.

Any supervisor or executive who interprets, alters or cancels tech is liable to the assignment of a Condition of Enemy. All the data is in HCOBs or Policy Letters or on tape.

Failure to make this mimeo known to every student carries a \$10 fine for every student from which it is withheld.

L. RON HUBBARD
Founder

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[Revised and reissued on 18 July 1970, Volume 4-page 215. Revised for Standard Dianetics Course on 8 May 1969, Volume 4-page 239.)

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 27 NOVEMBER 1967

Solo Course Students
Level VI Students

R 6 MATERIALS

THE MATERIALS OF R 6 ARE TOTALLY CONFIDENTIAL. THEY ARE TO BE KEPT SECURE *AT ALL TIMES*.

This means that the only people who may talk about or be talked to about, or may see these materials are those people who are on the Solo Course or Level VI and those people who are already Grade VI or Class VI or above. No one else may see these materials. If left at home, they are to be kept under lock and key.

Responsibility for these materials lies completely with the students they belong to. Violation of this policy in any way, such as losing any of these materials or leaving them lying around, will incur severe Ethics action.

Chief Solo Course Sup	Malcolm Cherninai
Director of Training	Dalene Regenass
Tech See SH	Allan Ferguson
Qual See SH	Helen Pollen
HCO Area See SH	: Bene Neal
Chairman, Ad Council SH	Helen Pollen
Exec Council SH	J.J. Delance
	Barbara Gentry
Pub Exec See SH	Rosalie Vosper
LRH Comm SH	Irene Durdeavy
Chairman, Ad Council WW	Mike Davidson
Exec Council WW	Lenka Marenko
	Tony Dunleavy
LRH Comm WW	Ken Delderfield
D/Guardian WW	Joan McNocher

Mary Sue Hubbard The Guardian WW for L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 7 FEBRUARY 1968

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ETHICS

FAST FLOW AND ETHICS

It is an actual fact by actual test that

SOFT ETHICS IN COMBINATION WITH FAST FLOW GRADE
AND CLASS ATTESTATION WILL COLLAPSE AN ORG.

If false attestations are not met with savage ethics action an area becomes filled up with people who have the overt of false attestation and whose natter kills sign-ups.

It is sometimes easier for a pc to falsely attest than to face his own bank. To escape, he falsely attests. If ethics action for such false attestation is soft, it encourages him to falsely attest as there is no real penalty. Where ethics action is savage, it is easier for him to face his bank and so he actually makes it.

Only about 4 or 5% will falsely attest in the face of heavy ethics. This is no reason to hold up 95 or 96 people every hundred. Savage ethics such as a Condition of Liability *enforced* prevents the number from getting any larger than 4 or 5%.

So don't go soft on ethics penalty for false attestations.

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Founder

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HCO POLICY LETTER OF 22 FEBRUARY 1968

Remimeo

ETHICS AND ADMIN

SLOW ADMIN

The secret of any executive success is the ability to Complete Cycles of Action Quickly.

The operative word is COMPLETE.

Ability is the ability to complete a cycle of action, to handle the matter so it does not have to be handled again.

Referral is irresponsibility. Executives who refer to others to make a decision aren't executives. They are irresponsible or are afraid of responsibility. People who are afraid of taking responsibility are not executives. They are labourers.

An executive who doesn't handle but puts something on wait is also irresponsible. Slowing an admin line by not acting NOW is also suppressive.

Suppressives cannot complete cycles of action. They either act in an altered direction or they continue an action beyond any possible expectancy. In either case they do not COMPLETE.

THEREFORE this ethics policy is brought into being:

EXECUTIVES WHO DO NOT HANDLE MATTERS SO AS TO COMPLETE THEM, WHO REFER OR SLOW ADMIN ARE LIABLE TO A COMM EV ON A CHARGE OF OUT ADMIN.

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 2 MARCH 1968

Remimeo

**ADVANCED COURSE
SECURITY CHECK**

All persons and students reporting aboard the Advanced Org Vessel or to a Registrar who can sell Advanced Courses, must after enrolment and before any issue of materials pass a full and complete Security Check,

Persons leaving the AO vessel or an Org giving Advanced Courses must be given a Security Check to make sure that they have no copies of materials and have actually attained their grades.

This includes Sea Org vessels where Advanced materials have been used and in this case includes all Non Scientology personnel signing on or departing from the vessel.

There are no exceptions.

Persons who have a history of carelessness with materials or bad or suppressive group connections are debarred from all Advanced Courses unless given a Board of Investigation which clears their record BEYOND ALL DOUBT.

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 5 MARCH 1968

(HCO POLICY LETTER OF 31 OCTOBER 1966 Issue 11
Amended and reissued)

Remirneo
Staff Status I
Check Sheet

**ADMINISTRATIVE KNOW-HOW
GENERAL FOR ALL STAFF**

JOB ENDANGERMENT CHITS

If you are given orders or directions or preventions or denied materials which makes it hard or impossible for you to raise your statistics or do your job at all, you **MUST** file a job endangerment chit on your next highest superior.

If you are admonished or ordered to a hearing for **NOT** doing your job and having low statistics and have **NOT** previously filed a job endangerment chit at the time it occurred, you have no defense.

You should not come to a hearing as a defendant and say you were prevented or inhibited from doing your job. Unless you have filed a job endangerment chit previously when your job was endangered the statement **MAY NOT BE ACCEPTED** by the Hearing Officer or the Comm Ev.

POLICY

Most people who have trouble with policy or admin do so simply because they don't know it or can't or don't use it.

Such a person can be told anything and tends to take it as fact.

Policy exists to speed the wheels and make a job do-able.

But sometimes one has a senior who continually says this or that is "against policy".

Always respectfully ask for the date of the Policy Letter and to see a copy of it.

Then you will know that what you propose is or is not against policy. If no policy letter can be produced or if what you 'proposed is **NOT** against policy and is still refused, you must file a job endangerment chit.

WHERE TO FILE

FORMERLY ONLY ONE COPY WAS WRITTEN. THIS IS NOW MODIFIED.

USING CARBON PAPER, MAKE AN ORIGINAL AND TWO COPIES. SEND ONE COPY TO THE PERSON BEING FILED ON.

SEND TWO COPIES TO THE ETHICS OFFICER.

THE ETHICS OFFICER WILL FILE ONE IN THE FILE OF THE PERSON NAMED AND ONE IN THE FILE OF THE PERSON WRITING THE CHIT. THESE COPIES MUST BE CAREFULLY PRESERVED IN EVENT OF A COMM EV OR HEARING AS THEY ARE NECESSARY DEFENSE PAPERS.

WHAT TO FILE

Full details, without rancor or discourtesy, must be given in the report, including time, places and any witnesses.

VEXATIONS FILING

Anyone filing job endangerment chits on superiors or equal or juniors must be able to back them up.

One cannot be given an Ethics Hearing or Comm Ev for a false job endangerment chit unless it contains a willful and knowing false report which endangers somebody else's job. But even so, no Ethics Hearing may be ordered for the fact of filing, only for a willful and knowing false report.

So if your facts are straight there is no slightest risk in filing a job endangerment chit. On the contrary, it is dangerous NOT to file one. For then one has NO defense.

PERSONAL MATTERS

Sometimes a staff member is imposed on in such a way as to prejudice his job such as having to do off line favours.

This is an occasion for a job endangerment chit.

If one is threatened with punishment if one files a job endangerment chit, one must then file a second chit based on the threat.

If an org as a whole seems to refuse job endangerment chits or ignore them, one can be filed with Worldwide simply by sending it direct to "HCO Ethics Worldwide, Saint Hill Manor, East Grinstead, Sussex."

WRONGFUL DISMISSAL

Dismissal without following proper procedure of a Hearing may be sued in the Chaplain's Court, Division 6. If no Chaplain's Court exists in the local org then one surely does in the Continental Org and one can file such a suit there or at Saint Hill.

CHITS BY SENIORS

Seniors let down by juniors had better file job endangerment chits before calling a lot of Ethics actions. Staff members are seldom willful, they are just unknowing. Senior chits on juniors should carry a copy to the junior on channels as well as Ethics.

FALSE REPORTS

When one finds he has been falsely reported upon he should file a job endangerment chit.

HEARINGS ON CHITS

Ethics action is not necessarily taken because a chit has been filed on one. But if too many chits occur in a staff member's file, an investigation should be ordered and only if the Board so recommends does Ethics action then occur.

STATE OF MIND

Don't sit around muttering because you are being kept from doing your job.

And don't be timid about filing a job endangerment chit.

Don't accept orders you know are against policy or at least unworkable. File a job endangerment chit.

There is no vast THEY weighing you down. There is only ignorance of policy or misinterpretation or arbitrary interference.

If you are willing to do your job, then know your job and do it. And if you are being shoved off so you can't do it you MUST file a job endangerment chit.

You have a right to do your job, you know.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 MARCH 1968

Remimeo

(HCO Policy Letter of 20 October 1967
Issue II re-issued with amendment)

**CONDITIONS PENALTIES
NEW EMPLOYEES AND
PERSONS NEWLY ON POST**

(Refers to HCO Pol Ltrs on Conditions Penalties)

Persons newly employed

**ARE NOT SUBJECT TO CONDITIONS PENALTIES OR AWARDS
FOR SEVEN DAYS FOR THAT POST.**

It is noted that all posts are begun in Non-Existence but it is without penalty for 7 days. If in that time (for a newly employed or new appointee) the post has not risen to Normal Operation the penalties are applied for the Condition it has risen to.

A person assigned a low Condition in a post or as a member of a part of the org or the org assigned a low condition who is then transferred to a new post carries to the new post the penalties of the old post for 7 days or until the old post's condition is upgraded, whichever is earlier. He then assumes the condition to which he has risen on the new post.

Persons newly appointed (not newly employed) or transferred into a new appointment who are in Normal or above at time of transfer are subject to the Awards of their previous post for 7 days after which time they then assume the Awards and Penalties of the current condition of their new post.

Amended by: Billy King Casey
Issue Authority WW
Ken Delderfield
LRH Comm WW
Joe van Staden
Cmdr. Sea Org
Irene Duffleavy
Flag LRH Comm
for

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[See also HCO P/Ls 6 October 1970, Issue 111, *Ethics Penalties*,
19 October 1971R 22 October 1971, *Ethics Penalties Rein-*
stated, 16 November 1971, *Conditions, Awards and Penances*
and 16 November 1971R 16 November 1973, *Condition-*
Awards and Penances, in the Year Books.]

L. RON HUBBARD
Founder

NOT HCO POLICY LETTER CORRECT COLOUR FLASH RED ON WHITE

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 12 MARCH 1968

Remimeo

MISTAKES, ANATOMY OF

In the presence of Suppression, one makes mistakes.

People making mistakes or doing stupid things is evidence that an SP exists in that vicinity.

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HCO POLICY LETTER OF 18 JUNE 1968

Rernimeo
Flag Order

ETHICS

The Purpose of Ethics is

TO REMOVE COUNTER INTENTIONS FROM THE ENVIRONMENT.

And having accomplished that the purpose becomes

TO REMOVE OTHER INTENTIONNESS FROM THE ENVIRONMENT.

Thus progress can be made by all.

Many mechanisms can exist to mask a counter intention.

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

There are many ways to handle counter and other intentionedness.

There is a fine line between Ethics and Tech.

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

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

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

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

L. RON HUBBARD
Founder

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 19 JUNE 1968
(Issued from Flag Order 919)

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ETHICS TRAINING

Ethics Officers are not just appointed. They are trained.

A prospective Ethics Officer must star rate checkout on the two packs of Ethics Policies on Org Exec Course.

The Ethics Officer I/C breaks in a new Ethics Officer by having him do leg work. He goes throughout the Org checking points that must be decided from incoming admin. He, makes investigations. He acts with the Ethics Officer hearing all people who come to the desk. The Ethics Officer IIC filters out the light admin, i.e., upgradings and passes it on to the Ethics Officer, increasing the amount of admin until the new Ethics Officer can rapidly handle a full basket.

New Ethics Officers should sit frequently on Boards of Investigation and Comm Evs.

Ethics Officers should realize that they deal mainly in entheta; they listen to it and when it runs down put in Ethics.

An Ethics Officer should be fearless and relentlessly devoted to his task. His or her job deals in harsh realities. Do not be reasonable, Ever.

We are putting Ethics in on a planet. Each day someone else agrees.

CS-5 for L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 20 JUNE 1968

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ETHICS OFFICERS

By recent experience and tests in the Sea Org it requires a ratio of one Ethics Officer for every 20 people being handled in or by an org. This at first glance is incredible. But by actual test this got in tech and Admin in an area for the first time.

Tech can't be gotten in unless Ethics is in. We've proved that by actual stats.
Admin can't be gotten in until our 3 techs are in (tech of Ethics, tech of processing and training, tech of Admin itself).

So if Admin is out, then Ethics and Tech are out. If Ethics is out then Tech is out.

Thus TO START AN ORG OR KEEP IT THERE, Ethics MUST BE GOTTEN IN AND KEPT IN.

As far as a PC goes Ethics is the beginning. As far as a student goes Ethics is the beginning. As far as an Org goes, ETHICS IS THE BEGINNING and behind every org sag there is out ethiics.

The reason Franchises fold, they have no Ethics Officers.

So if it's that important to stats, beef it up!

To hold Ethics in on an org it took 1 Ethics personnel for every 20 on staff or handled as the MINIMUM.

Thus we get a minimum Ethics roster for the SH org (not including WW or Pubs).

1 - Chief Ethics Officer
1 - Staff Ethics Officer in Charge
4 - Asst Staff Ethics Officers
1 - Student/PC Ethics Officer In Charge
1 - Asst Student Ethics Officer
1 - Asst PC Ethics Officer
1 - Public Ethics Officer In Charge
3 - Asst Public Ethics Officers
1 - Ethics Receptionist
1 - Ethics Receptionist/Typist
1 - Ethics Clerfc In Charge
1 - Asst Ethics Clerk

This makes a 17 person Ethics section for SH, having 3 units of Staff, students/ pcs and Public with office personnel for reception and filing.

Then the SH Evening Foundation requires 3 E/Os, 1 for staff, 1 for students/pcs, 1 for public.

Then the Weekend Foundation with 3 more.

Then for WW there would be

1 - International Chief Ethics
1 - Asst Int Staff E/O
1 - Asst Int Stu/pc E/O
1 - Asst Int Public E/O

And an International Clerk/Typist and 1 International files clerk.

Then for WW there would be

I - Chief Ethics Officer WW I - Staff Ethics Officer WW I - Public Ethics Officer WW I - Guardian's Office
Staff Ethics Officer I - Pubs Org Ethics Officer In Charge I - Pubs Org Staff Ethics Officer

In the SH - WW - Pubs areas there would then be 35 Ethics Personnel.

So what about a Continental Org?

Obviously it needs 1 Chief E/O and 3 for Assistant E/Os. And the Org to which it is attached needs about 1 in 20 as at SH.

Note that there are 3 zones. These are STAFF, STUDENTS/PCS, and PUBLIC.

The Staff E/O handles the staff only and their familial connections.

The Student/PC E/O handles Students/PCs and their familial connections.

The Public E/O handles the public, of course.

So what happens in a little org. Obviously it can't afford 3 E/Os. But it can't afford to go broke or vanish either, and 3 E/Os are required if one is to expand.

So it is firm policy that:

NO ORG MAY EXIST WHICH HAS LESS THAN 3 ETHICS OFFICERS, and THE HCO ES GOES INTO NON-EXISTENCE IF SHE HAS LESS THAN 3 E/Os AND ONE E/FILE CLERK *FULL TIME*.

The policy that says E/Os must do their own filing is cancelled.

As filing is vital to Ethics one files/reception personnel must exist for every 3 E/Os. One can have 4 or 5 E/Os with one file clerk but 6 E/Os require 2 file clerks. ,

The title Chief Ethics Officer is used when he has 3 full time (or in foundations, foundation time) Ethics Officers.

The title Ethics Officer In-Charge is used when one has a Chief Ethics Officer over him and at least one other below him.

The title Ethics Officer is used to denote single occupancy of a section.

The title Assistant Ethics Officer is used to indicate E/Os who have an In Charge over them.

The Senior Ethics Officer on the planet is the International Chief Ethics Officer WW.

Over the Int Chief E/O are the Masters at Arms of the Sea Org.

The "badge" of a Chief Ethics Officer is a brass capped bamboo baton. The badge of an Ethics Officer is a swagger stick.'

ALL E/Os of whatever kind or wherever in the org or public are part of Dept 3 Ethics Section Only. Divisional heads, etc, are not given E/Os except HCO.

'ff

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 29 JUNE 1968

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Ethics Officer
Hat
Registrar Hat
Address Hat
Franchise
City Offices

Div I - Dept 3 - Ethics Section

ENROLMENT IN SUPPRESSIVE GROUPS

(Amends HCO PL 28 Dec 1965
of Same Title)

Any person found to be connected to a Suppressive Group may not thereafter be enrolled in the Saint Hill Solo Audit Course or the Clearing Course.

Suppressive Groups are defined as those which seek to destroy Scientology or which specialize in injuring or killing persons or damaging their cases or which advocate suppression of Mankind.

It does not matter whether the person so connected disconnects or handles, or whether the connection has been previously severed.

The reason for this policy letter is to make it extremely difficult for suppressive groups to acquire data they could then pervert and use to harm others.

If a person was a member and left, it still remains such a person must have had some basic agreement with the motives of the suppressive group.

If we do not hold this rule we may find our task made harder by the abuse of data. We do not want, ever again, the epidemics of implantation to recur and will do all in our power to deny data to any who might pervert it to such use.

A person so denied access to upper level data may not receive it ever unless the group of which he is or has been a member is completely abolished and dispersed.

Ethics files in all orgs must contain the names of such persons.

Neither may such a person ever become a staff member of a Scientology organization without special clearance from LRH Ethics Authority Section, Dept 27, WW. Anyone on staff found to have been a member of a suppressive group must be sent to this section for clearance.

NAMES PERSONS ENROLLED IN SP GROUPS OR DECLARED SP MUST BE CIRCULATED TO ALL FRANCHISE HOLDERS, SCN OFFICES AND ORGS AS AND WHEN DISCOVERED. THEY ARE NOT COVERED BY ANY AMNESTY AND MAY NOT HAVE ADVANCED COURSES UNTIL GROUP DISBANDED. SUCH PERSONS MAY NOT BE EMPLOYED BY ORGS OR OFFICES AND IF FOUND EMPLOYED IN ANY CENTRE THAT FRANCHISE WILL BE CANCELLED. PERSONS OF SP GROUP MEMBERSHIP OR DECLARED SP MAY NOT BE FSMS.

L. RON HUBBARD
Founder

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[Note: The 29 June 1968 amendment was the addition, sent by telex, of the paragraph in full caps.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 27 JULY 1968

Rernimeo
Fthics Hat
PCO Hat

A TIGER

(Reissued from Flag Order 872, 12 June 1968)

A TIGER is a pretended staff member who has been repeatedly associated with goofed departments, sections, projects, operations and inspections and one who actually has caused such to occur. He is a person who is a continual out-ethics person. He has failed to get ethics in on himself and he is in a group of people, as a TIGER would be, DANGEROUS.

So this label is now brought officially into being. It can be assigned only by COMM EV and serves to warn Executives to keep such a person off Exec posts.

Persons on the TIGER LIST may not go on missions or hold major Exec posts.

The label will be lifted by the HCO Exec See when such a person has contributed well and consistently.

It has been found by correlating lists of people in goofed projects that a continual recurrence of several names occurs.

So this way we have these people labelled and we will have the trouble sources isolated.

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Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 12 AUGUST 1968
(Reissued from Flag Order 1187)

Rernimeo

SEA ORGANIZATION

ETHICS POWER

Only a Sea Org member, contracted, experienced and specifically assigned to a Mission or Project, has Sea Org Ethics Power in the field. This Power cannot be delegated to anyone else.

Org Ethics are administered with penalties and rewards per policy.

Sea Org Ethics are administered per Flag Order within the Sea Org.

In truth, any Exec Council which is enforcing Ethics penalties without applying Ethics rewards is liable to a charge of wilful misapplication.

Wilful misapplication (Ethics or Tech) is a High Crime.

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W/O Nate Jessup
CS_I
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 AUGUST 1968

BPI
Auditor

**SECURITY CHECKS
ABOLISHED**

The practice of security checking from security check lists like the "Joburg" has been abolished.

There are several reasons for this:

- 1 We have no interest in the secrets and crimes of people and no use for them.
2. Security checking is often done without regard to the point where the person feels better and so became overrun.
3. Security checking is often done in disregard of the state of a person's case.
4. Low level cases do not react on actual crimes and so the "security" furnished is often a false security.
5. There is public criticism of security checking as a practice.
6. The existence of lists of crimes in folders often makes it necessary to destroy the folders which may contain other technical data which is constructive and valuable.
7. If a person is a criminal or has overt acts which affect his case, and speaks of them to an auditor of his own volition, the auditor is bound by the Auditor's Code not to publish, use or reveal them.

Nothing in this policy letter alters standard grade processing or rudiments.

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Founder

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HCO POLICY LETTER OF 15 SEPTEMBER 1968

Remimeo

SEA ORG

As of this date the Sea Org only will be conducting Ethics Missions.

It has been proven that this responsibility can only be run from an outfit mobile and extremely effective. This is not to say WW cannot be effective. They can. At this time however the Sea Org will take back the Mission hat.

WW can run inspections on orgs for the purpose of checking compliance on WW orders. This can also be done by ECUS and other Continental Orgs. Both these areas can utilize the OTLs for advices on conducting these inspection tours or parties.

The Efficiency Expert School should continue at the same pace at WW. This training is invaluable for just the org functions.

The Sea Org is the only group who can really run Efl-des Missions.

WW now then has no Ethics power with regard to orgs other than is decided by ECWW in full council meeting. All WW Ethics must come from full council. No Member may be delegated this authority, or no member of an inspection party or tour.

The Sea Org will take back now this field, which in trial phase was given to WW. WW is to be commended for its action to carry the Mission hat.

There is only one group who can effectively run Missions, This group is now putting Scientology technology into a realm which will soar the stats by 3 in as many months. These are the Class VIIIs.

The Sea Org does come back.

The word MISSION may now be used to designate only a Sea Org official Mission. It has unlimited Ethics Powers. Their members are called "Missionaires".

The word INSPECTION shall be used to designate WW or Continental org parties sent out. Their members are "Efficiency Experts". They have no Etl-dcs powers but may recommend action to ECWW or EC Continental on their return.

No EC including WW may send out Efficiency Experts who are not trained by the SO and who are not graduates of the Org Exec Course.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, **Sussex**

HCO POLICY LETTER OF 4 OCTOBER 1968
(Reissued from Flag Order 1432)

Remimeo

ETHICS PRESENCE

The reason an executive can get compliance is because he has Ethics presence. If you haven't got it, you won't.

When you issue orders you are using power and force.

If you are also *right* in what you get compliance with and your programmes are clear, correct and beneficial-boy do you win.

But it is not the rightness of a programme that gets compliance. It is Ethics Presence.

Rightness does not get compliance because there are always counter intentions in the way. If you go on the assumption that one and all want things to go right you are going to make a dog's breakfast out of it.

There are only a few with a good forward look and who are relatively unaberrated.

Men will keep the accounts straight only because you can muster bayonets to enforce that they do.

Ethics presence is an X quality made up partly of symbology, partly of force, some "now we're supposed to's" and Endurance.

One of the reasons the press now print what we say is that we have *endured* the biggest shellackings anybody could muster up. We've gained Ethics presence publicly by it.

Endurance asserts the truth of unkillability. We're still here, can't be unmocked. This drives the SP wild.

Because of the Sea Org we appear to have unlimited reach and in some mysterious way, unlimited resources. The ability to appear and disappear mysteriously is a part of Ethics presence.

As an Executive you get compliance because you have Ethics presence and persistence and can get mad.

The way *you continue* to have Ethics presence is to be maximally right in your actions, decisions and dictates. Because if you're wrong the other fellow gets wrapped around a pole for complying. And the *pain* of *that* starts to outweigh your own Ethics presence.

So, when you issue orders you are using force and power. You can, however, get in such a frame of mind you cease to use the softer arts as well. Against non-compliance you add ferocity with the aim of continuing your Comm line.

Wrath is effective but used in moderation and only in moments of urgency.

L. RON HUBBARD

Founder

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HCO POLICY LETTER OF 21 OCTOBER 1968

Remimeo

CANCELLATION OF FAIR GAME

The practice of declaring people FAIR GAME will cease. FAIR GAME may not appear on any Ethics Order. It causes bad public relations.

This P/L does not cancel any policy on the treatment or handling of an SP.

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 15 NOVEMBER 1968

Remimeo

CANCELLATION OF DISCONNECTION

Since we can now handle all types of cases disconnection as a condition is cancelled.

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Founder

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HCO POLICY LETTER OF 16 DECEMBER 1968
Issue III

Remimeo

(Reissued from Flag Order No. 1667, same date and title)

SECURITY DIV I

If any person in the AO, SO or in any Org is found to be insecure, any infiltration occurs, anything stolen, such as, materials, money or documents, the local MAA, 3rd Mate and Supercargo (if any) (in an Org, EO, HCO Area See and HCO Exec See), plus the MAA, 3rd Mate, Supercargo and CS- I on the Flag Ship are promptly comm-eved inevitably.

Div I is responsible for Security in Orgs-this doesn't relieve Legal, Tech or Qual in securing their materials, but Div I can, should, and MUST come down hard in hitting anyone for insecurity.

These are invariable rules.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 JANUARY 1969

Issue II

Remimeo

UNUSUAL FAVOURS

The Condition for an Executive or Staff member who is using his position in the Org, to give unusual favours to the detriment of Org solvency is TREASON.

Using one's position to order Class VIIIs to C/S or audit personal friends, giving away Org services to non paying pes, obtaining free auditing for friends, letting students procure their pcs off Org lines, giving out or permitting use of Org materials or property, all just to be a "good fellow" and to the detriment of the Org all come under this policy.

An Org was once used by a small clique to "get the latest information". They let the poor staff go broke. This was Joburg in the early 60's.

Recently the Case Supervision of Class VIIIs was extended in many places to students' free pes, students co-auditing and even Franchise pcs. This was accompanied by plunging graphs.

This comes under the heading of selling out the Org just to be a good fellow.

It costs an Org money to furnish service.

When an Org starts giving away its highest services, it then does *not* have the time or personnel to really give *paying* students and pcs top grade service. And it goes broke.

This policy also includes standing about and doing nothing when somebody is flagrantly violating it.

This policy specifically and offi or permitting the use of Org
.y covers giving away
services to the detriment of Org value and income while on post as an executive oi staff
member.

It also applies retro-actively, i.e. using one's Org connections to obtain special §service or material favours for field or friends after departure from Org staff.

L. RON HUBBARD

Founder

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HCO POLICY LETTER OF 13 FEBRUARY 1969

Remirneo Issued as an FO

**ETHICS PROTECTION CONDITIONS,
BLUE STAR, GREEN STAR, GOLD
STAR**

(Modifies, clarifies any earlier FO on Ethics
Protection)

.BLUESTAR

A Class II Auditor who has his Staff Status II may assign his or her own ethics conditions when requested to do so.

He or she may be given Ethics Hearings or removed from post pending an ordered Comm Ev for crimes or high crimes.

GREEN STAR

Scientists who are CLASS IV Auditors or above and who have graduated from an Org Exec Course may NOT be assigned arbitrary Ethics Conditions but may ~e required by seniors to assign themselves a Condition. There is no penalty if they do not.

Such may not be given a Court of Ethics.

They may be Comm Eved for HIGH CRIMES only as per earlier Pol Ltrs. These include failure to take Responsibility and failure to act with initiative in circumstances which, not handled, bring damage to others or serious overwork.

Such a person duly appointed to a post or duty who then, by absence from it, neglect of it or failure to show initiative on it, brings about a decline of the post and damage to it or areas around it or HIGH CRIMES may be Comm Eved, but must be Comm Eved in order to remove him or her from the post.

Such a person is called a GREEN STAR.

A CLASS VIII Auditor who has completed the Org Exec Course has all the above Ethics Protection and also may not have any Comm Ev finalised on him until the Comm Ev held and all evidence is forwarded to the Sea Org for Review on his request.

He is called a GOLD STAR.

CERTS AND AWARDS

May issue an appropriate cert for the above awards when attested to by an HCO Area Sec in any org.

NOTE

None of these Etl-dcs protections are valid and none can be claimed unless actually applied for and awarded by Blue, Green and Gold Star certificates. These can be awarded in any official org and can be applied for also by mail.

The certificate must be explicit and quote the actual lines of this Pol Ltr.

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HCO POLICY LETTER OF 7 APRIL 1969

Remimeo ECS E/0S

ORG REDUCTION OR ERADICATION

It is an act of Treason to reduce, combine or close an org.

We in Scientology are the only ones who have ever been able to reduce or close an org. The enemy has never in actual fact done so.

There are several ways an org can be collapsed or closed. While these get a lesser condition they are important. Amongst these are:

1. Leave the EC unfilled as posts.
2. Assign it or its EC or principals an unreal and vicious condition.
3. Combine the Day org with its foundation.
4. Deny it the right to promote.
5. Involve it in insolvency such as running up huge debts.
6. Use policy to stop.
7. Inhibit initiative.
8. Reward downstats and punish upstats.
9. Give Scientology and Dianetics a hard sell and then let tech go out and fail to deliver so that the org gets attacked.
10. Pretend that "we don't entirely agree with Hubbard" at which, by actual test, the public leaves it alone in droves.
11. Extend heavy credit and leave cash paying pcs to struggle to get service in a tech div overloaded with freeloaders,
12. Change prices on the public.
13. Fail to give service in general.
14. Use the org just to get materials and WW service for use by a small clique.
15. Let somebody hang around who is trying to get the staff to engage in some other "remunerative" action.
16. Fall for the line that it should be run as a business on business methods instead of Scientology policy.
17. Violate the tech-admin ratio.
18. Use ethics suppressively.
19. Use hard ethics on the public.

20. Accept false reports on the org or its staff members from the public and act against the org before a thorough investigation is done.
21. Permit wide and general 2D activities by the higher principals of the org.
22. Accept the insane for processing in the org without institutional facilities.
23. Fail to run a precisely scheduled, instructor on time, standard curriculum academy or college.
24. Fail to clean up staff cases and keep them cleaned up.
25. Fail to get the staff trained by regular and enforcedly attended programmes.
26. Fail to eject hecklers and enturbulative persons from the PE Course.
27. Let town auditors haunt the org to get its pcs.
28. Fail to act as a helpful, responsible public body regardless of attacks, press entheta or field 3rd partying.
29. Call Dianetics, Scientology something else "more acceptable".

Before assigning treason, or any low condition, for gross offenses of this nature a thorough investigation should be undertaken and a Comm Ev held which obtains evidence beyond any reasonable doubt. One never assigns such conditions without Comm Ev and never assigns them over a long line. It takes personal representation from a higher body and great care should be taken (see How to Find a 3rd Party Pol Ltr 15 March 1969) in locating any 3rd party not to then shoot the only leader there who was trying to straighten it up.

Of these offenses, simply ordering an org closed or to combine Day and Foundation or to drop its status lower are directly treasonable acts as a little work and better planning and attention to policy and service has always been able to lift up stats.

We are the only ones who can actually close or reduce orgs as proven in 19 years of constant battle even with large governments at the behest of older criminal practices. *We* alone have ordered orgs closed. And even when it occurred they tended to survive or revive.

Thus *we* must also take heavy care that our own executives do not do it in any shape or guise as it betrays the whole planet.

L. RON HUBBARD
Founder

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 APRIL 1969
Issue V

Remirneo Ethics Hats Review Hats

DUMBNESS

The standard way to locate dumbness is to look for a stop, or a flap.

The first thing to do is unstop the stop or settle the flap.

There are gradients of stops and of flaps. They stem from the guy who was not quite with it and somehow got others caught up in his confusion, unnoticed by them or others.

The way to find this person is to find by observation or questioning, what are the data being operated on by whoever is doing the stopping or the flapping.

You then ask him who he got the data from, or who was it that raised the question in the first place.

He may have difficulty in recalling it-he went into agreement with it without inspecting it-but if you persist he will tell you. Follow it down to the person who can't tell you where it all came from, and there's your source of dumbness.

Do it enough times and you'll come up with the same name or names. *There's* the org's Dev-T artist!

You could handle it by finding the guy's confusions, misunderstands, misduplications, identifications, etc., using Standard Tech. At his own expense.

Ken Urquhart CS-7 for L. RON HUBBARD Founder

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HCO POLICY LETTER OF 27 APRIL 1969

Remimeo

DEATH WISH

Old Schopenhauer the German philosopher used to talk about a condition or state of mind known as the "Death Wish".

We have noted this in Dianetic days as Succumb Postulates.

Anyone who doesn't wear his hat in a group and doesn't do his job is obviously dramatizing a death wish for the group.

What would you think of a bus driver who with 32 passengers under his care, drove with his feet up, hands off the wheel and not watching the road. It is obvious that he would be dramatizing a Death Wish for the group.

Where a person in a group, whether a government, a society or an org, does not make any intelligent effort to wear his hat he threatens his own and the group's survival to greater or lesser degree.

We could figure out and correct all this by auditing but that is not the point. The point is that a person has his nerve pretending to be a part of a group, accepting a post and then running a Death Wish by not doing his job.

Such a person is covertly murdering his fellows.

Only this phenomenon prevents a group from becoming a true group.

L. RON HUBBARD
Founder

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 NOVEMBER 1969

Remimeo

FORMER STAFF MEMBERS

Any former staff member who has not completed the contract he or she signed when coming on staff, is to repay the Org in full for any services taken free, or at reduced rates, before being allowed to have any further services at any Scientology Organization.

This applies to former staff members of the Sea Org, St Hill Orgs and the Churches of Scientology.

In all cases where a contract is broken an Ethics Order is to be written and distributed to Ethics WW, all St Hills, all AOs and all Orgs. The Master at Arms or Ethics Officer will keep a folder of this type of Ethics Order.

Under no circumstances whatever will any services be allowed for a former staff member with an unpaid debt to a Scientology Organization. The HCO Executive Secretary of the Organization at which a contract is broken must ensure that an Ethics Order is written and distributed within 24 hours of the contract breach. The Ethics Order is to include the amount of money owed to the Org.

A further Ethics Order is written and distributed as above when the debt is paid in full.

W/O Larry Krieger Mission Boom I/C for L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS OF
Saint Hill Manor, East Grinstead, Su
HCO POLICY LETTER OF 7 DECEMB

Rernimeo
All Exec Hats
HCO Area Hat
I & R Hat

ETHICS, THE DESIGN OF

It is very easy for a staff member and even an Ethics Officer to completely misunderstand Ethics and its functions. In a society run by SPs and controlled by incompetent police the citizen almost engrammatically identifies any justice action or symbol with oppression.

Yet in the absence of true Ethics no one can live with others and stats go down inevitably. So a justice function must exist to protect producers and decent people.

To give you an example, when a little boy this life, the neighborhood a block around and the road from home to school were unusable. A bully about five years older than I named Leon Brown exerted a very bad influence over other children. With extortion by violence and blackmail and with corruption he made the area very dangerous. The road to school was blocked by the 5 O'Connell kids, ranging from 7 to 15 who stopped and beat up any smaller child. One couldn't go to school safely and was hounded by the truant officer, a hulking brute complete with star, if one *didn't* go to school.

When I was about six I got very tired of a bloody nose and spankings because my clothes were torn and avidly learned "lumberjack fighting" a crude form of judo from my grandfather.

With this "superior tech" under my belt I searched out and found alone the youngest O'Connell kid, a year older than I, and pulverized him. Then I found alone and took on the next in size and pulverized *him*. After that the O'Connell kids, all 5, fled each time I showed up and the road to school was open and I convoyed other little kids so it was safe.

Then one day I got up on a 9 foot high board fence and waited until the 12 year old bully passed by and leaped off on him boots and all and after the dust settled that neighborhood was safe for every kid in it.

So I learned about justice. Kids would come from blocks away to get help in *their* neighborhood. Finally for a mile around it was a safe environment for kids.

From this I learned two lessons:

1. Strength is nothing without skill and tech and reversely, without skill and tech the strength of brutes is a matter of contempt.

2. Strength has two sides, one for good and one for evil. It is the intention that makes the difference.

On further living I found that only those who sought only peace were ever butchered. The thousands of years of Jewish passivity earned them nothing but slaughter.

So things do not run right because one is holy or good. Things run right because one makes them run right.

Justice is a necessary action to any successful society. Without it the brute attacks the weak, the decent and the productive.

There are people who suppress. They are few. They often rise up to being in charge and then all things decay. They are essentially psychopathic personalities. Such want position in order to kill. Such as Ghenghiz Khan, Hitler, psychiatrists, psychopathic criminals, want power only to destroy. Covertly or overtly they pay only with death. They arrived where they arrived, in charge of things, because nobody when they were on their way up said "No". They are monuments to the cowards, the reasonable people who didn't put period to them while they were still only small bullies and still vulnerable.

Ethics has to get there before tech can occur. So when it doesn't exist or goes out then tech doesn't occur and suppression sets in and death follows.

So if someone doesn't hold the line, all become victims of oppression.

TWO SECTIONS

The Etl-dcs Section is in Department 3. This department is called Inspection and Reports.

In small orgs there is only one person in that department.

Primarily his duties consist of Inspecting and Reporting to his divisional head and the Executive Council.

That is the first section's function.

WHEN inspection reveals outness and reports (such as graphs or direct info to the EC) do not result in correction THEN it is a matter for the second section.

The second section of Department 3 is Ethics.

Now it is an Ethics matter. If correctly reported outnesses that threaten the org are NOT corrected then one assumes that suppression exists.

Because he has files of damage reports and chits and because he can see and investigate, the Ethics Officer locates WHO is causing outnesses and suppressing the org. By condition assignments, publication and Comm Evs he gets in Ethics.

It occasionally happens that it is someone high up in the org. It sometimes happens his seniors or the EC scold him for daring to report on things or to them. Then he knows the suppression is high up and he is delinquent in duty if he does not report it to the next highest org and if no action there right on up to the Sea Org. Anyone removing him for daring to report the factual results of his inspections can be severely handled by upper organizations. The Ethics Officer can only be in trouble if he fails to do his job and keep in Ethics.

Hitting people with conditions is such a small part of Ethics that it is almost an abandonment of post. Letting people be hit with wrong conditions is a Comm Ev offense.

Letting an SP collapse stats or an org is a shooting offense.

An Ethics Officer uses Ethics to protect Ethics upstats and keep the stats up and to smoke out crimes that push people and stats down. It is a simple function.

The basic duties of Dept 3 are what it says. Inspection and Reports. These alone usually work. When they don't and stats fall or people fall off the org board, one goes into Ethics actions.

You don't let incompetent and suppressive people on staff in the first place and you crowd Ethics in on them if they're found to be there.

You DON'T confuse an executive's effort to get the stars up with suppression.

The E/O is making the environment safe so that production can occur and service can be given. He is making it unsafe for those who by neglect or continual errors or suppression push stats down and get good staff members to leave.

If none of this is well understood and yet someone is making it impossible to work, find a 9 foot high board fence

The E/O must know his Ethics policy. He must understand why he is there.

And the rest of the people in the org should understand it too.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 7 DECEMBER 1969
Issue II

Remitneo
HCO ES Hat
HCO Hats
Dir I & R Hat
Ethics Hat

THE ETHICS OFFICER,

HIS CHARACTER

If a staff has no confidence in their Ethics Officer, their morale is difficult to sustain.

A staff member has his head down, doing his job. Suddenly he finds out that nobody has mailed any letters or magazines for a month. This is a shock, an ARC Break. He was doing his job, so he natters a bit and resolves to keep his eye open after this. He may even do some investigation on his own. In other words he's distracted from his post and duties. The environment is not safe.

WHERE was the E/O? Who didn't notice there was nothing going out?

A few weeks later the staff member hears that the address plates are full of duplicates, wrong addresses and half missing. This is a shock. It means the magazine never reached anyone really despite all the work. The staff member says to hell with it. There couldn't be an Ethics Officer worth anything and the org must be full of SPs. So the staff member goes out and has a cigarette and sneers.

So do 1.

A safe environment is a productive environment. An unsafe environment is an empty hall.

ETHICS FUNCTIONS

Now this would appear that the E/O runs the org. Or that he gets in everyone's way. Or that he is a whip that forces people to work. Or any other silly idea borrowed from a wog world where the police make things about as safe as a snake pit full of assorted reptiles.

The TECH fact is the data we have about SPs. There are very few of these in proportion to decent people. That one fact is something this society's police don't know. According to extant social tech ALL people are basically bad and are only made "good" through punishment. So everyone everywhere has to be threatened. That's extant wog tech. It doesn't work. The crime rate soars so obviously the know-how isn't to be found out "there". People are all animals, "they" say and must be herded. Well that's the "modern social scientist's" nutty idea. Society does not know that all they'd have to do is round up their few SPs and they'd have no crime. Instead whenever they arrest criminals they prove to these that society is brutal and crime justified and just let them loose again. They don't straighten SPs up because the "social scientist", the psychologist and psychiatrist are at this writing at least mainly SPs; themselves and haven't any tech but the club.

So the E/O must understand at once that he is dealing with a new highly precise tech. It is the tech of Ethics. A meter, a case folder, a course study record, a knowledge of the HCOBs on SPs and case types and PTS phenomena and you can identify an SP' promptly. He makes things go wrong, hurts people, oppresses. Around him all the right actions vanish and the wrong actions appear.

Now because he or she can make others go PTS, then THEY make mistakes.

Soo

So you get a whole group making things go wrong.

The E/O, knowing his Ethics Tech, can sort out the group, find the real SP, remove him or depower him and zingo the group will rebound and do great.

if an E/O finds himself having to assign lots of conditions, finds as he inspects the org that the HCO Pol Ltr on promotions of the oig or the old org rudiments list when checked against the org demonstrates too many outnesses, he knows that he is dealing with one or more SPs in the org or around its area.

Careful investigation by the E/O (and he has very exact procedures all to be found in the OEC Ethics pack) discloses the source or sources of the trouble. He verifies all against the person's stats, study and case record and his meter and then he acts.

If he is right the org straightens right out. If the E/O is wrong in his investigation and action tl-dngs will get worse-i.e., stats will go down. So he can do it all over again, exhume the body he incorrectly shot, apologize and now find the real SP!

So Ethics has its own tech, very superior tech indeed.

Ethics could clean up a whole nation and make it boom, using its tech correctly.

As Ethics is a powerful tech, an uninformed E/O who thinks he is a sort of KGB-Local cop-FBI-Scotland Yard sure has missed the point. They are (or are at this writing) total failures as witness the condemnation of crime stats in their areas. They are simply oppressive terror symbols. They take psychiatric advice and get psychiatric results. The end product is mutiny and revolution by the population.

When you threaten the whole population you get riot and civil commotion. When you have riot and civil commotion the police are threatening (because of lack of Ethics tech) the whole population whereas less than 10%, even as little as 1%, are bad hats.

SUPPRESSIVE REASONABLENESS

The greatest enemy of the E/O is the reasonable person. There are no good reasons for any outness except

- (a) Natural catastrophes (such as earthquakes, lightning, etc)
- (b) Suppressive persons
- (c) Persons who are PTS to suppressive persons.

When an exec starts to explain the "reasons" for low stats instead of working to get high stats he is being reasonable.

When Joe Blow has just smashed his 5th typewriter and the Dissem Sec starts to explain how he's just a good boy gone a bit ARC Breaky she is being "reasonable". He's either an SP or he's PTS to someone.

The explanation is the answer to the E/O's WHO, not the Dissem Sec's why.

The ECs of 3 orgs, are at violent war with each other. Somebody explains how reasonable this is. Their E/Os had better meet quietly and find out WHO is an SP and WHO is PTS in that battle royal and ACT.

Reasonableness is suppressive since it lets oppression continue without action being taken.

Suppressive reasonableness is a common trait. It comes from **THE INABILITY TO CONFRONT EVIL.**

Evil takes a bit of confronting.

People who want desperately to "have no trouble" often won't confront and handle trouble.

Murder is murder. It occurs. A murder is not a frightened wish it had not occurred. It occurred. Somebody did it. There's the body.

Psychiatrists, for instance, have two major types in their ranks, both psychopathic. One is a theetic weetie who thinks all criminals are poor abused things and the other is himself a criminal psychopath who turns criminals loose on the society just to get even with people for his own fancied wrongs. Tracing several major crimes it can be found that the violent criminal was in the hands of a psychiatrist earlier and told him his intentions yet was let loose on society.

Such a criminal-a rapist, a murderer-can't be helped by psychiatry. But that isn't the point. Decent people died and some died horribly. That doesn't make a very safe environment does it?

It is true that we could straighten this criminal out if we could keep him out of circulation for a while. It is true the criminal is in trouble, **BUT IT IS ALSO TRUE THAT HE COMMITS CRIMES.**

So an E/O doesn't want somebody in circulation in a group or a society who commits crimes.

The job of the E/O is to disconnect and de-power the criminal and so protect the group.

The criminal, the SP (same thing) is **TRYING TO GET EVEN WITH PEOPLE.** That's his common denominator. He does it by covert omissions or overt violence. It all amounts to the same thing.

The E/O works for from 90% to 99% of the group, not for the 1%.

When the E/O has done his duty to the group he can then take up the individual. I always handle things in that order:

1. Safeguard the group.
2. Rehab the individual.

You will have a mess if you only do one or the other or try to rehab the individual criminal without safeguarding the group.

In actual practice you safeguard the group by removing or isolating the individual. Then you see what can be done for the individual to rehab him *without* endangering the group in any way.

An E/O can be used by an SP (with false reports or stupid orders) to needle and hurt a group. The duty of the E/O is plain. Follow policy.

An E/O can be paralyzed when seniors will not let him do his job either because they don't understand it or because they are suppressive. The stats tell which one.

But the E/O has an action in this case.

I recall that the first two E/Os ever appointed, did their job, tried to clean up the org where two criminals and a spy were in full bloom and were clobbered by the OES (then Assoc Sec) and removed. The same executive carried the org over Niagara Falls within a year. He was having homosexual relations with the spy! The fault here was a lack of investigation or investigatory skill and Ethics tech not yet developed fully, If these two E/Os had found that they couldn't work and couldn't function despite

crashing org stats they should have located who was blocking any action by simple investigation and they would have found the crime, and with that in hand they could have said, "See here

E/O CONDUCT

An E/O should never discuss staff members who are merely under investigation Or act in a way to 3rd party people. An E/O gets the facts and then acts.

An E/O should himself be an Ethics upstat. E/Os who aren't don't last long.

An E/O should act like a shepherd not a wolf. When the facts are in plain view he or she should act like a panther with one straight pounce.

An E/O who is an efficient E/O is very popular with a staff. If he or she knows his business and carries it out effectively the E/O easily becomes a local hero.

An E/O shouldn't permit a staff to be nagged, threatened or given floods of conditions. When he sees these things occurring he knows it's time to investigate for WHO has got people PTS and handle without other orders.

An E/O's rehab actions should be limited to re-investigation on request, correcting actions based on false reports and seeing that Qual does any case handling that comes up.

When an E/O sees big efforts being spent on trying to get ex-wolves back into the fold he investigates for the source of the effort and having found it finds out **WHO and WHY**. One E/O never could get an org going but sure worked to get ex-wolves painted white. One head of an org had a staff in virtual mutiny but worked continuously to get reinstated to grace three people who over the years had done nothing (on clear evidence) but shoot upstats for outside pay-yet the E/O of that org didn't even try to find out why the head of that org was so constantly PTS as to worry only about rehabbing and reinstating SPs. And to this day (the situation is current) the E/O of that org has sent no report or appeal to a higher org.

An E/O can get so irresponsible as to assign his whole function to just Ethics conditions assignments. Never enforced, no sort out of staff ever attempted, no real confront at all, just a weary round of conditions and threats of conditions. Been removed of course. Lots of threats and conditions mean only somebody is SP and a lot of others are PTS.

An E/O trying to handle a long org history of down stats and trouble should look first only at those who have been in the org throughout the trouble period. One; or more will be SP or PTS but good.

An E/O who has had an area all calm but suddenly sees it roughed up should look only at those who came into it since it went bad.

An E/O is only trying to make a safe environment in which staff members can work happily and good service is being given to the public.

An E/O in the final analysis is answerable to me that all is well and secure with his area.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 DECEMBER 1969
(REVISED 12 DEC 1969
THE ORIGINAL BEING CANCELLED)

Remimeo

**HOW TO PREVENT AN ETHICS OFFICER
FROM DOING HIS JOB**

The LRH Comm is Ethics Authority and should prevent Ethics Officers from abusing their post. However, seniors to the Ethics Officer often make it difficult unintentionally for the E/O to do his job. The following are some of the ways it has been done.

In all of these 12 ways, it is assumed the E/O knows his hat and is doing his job well. If this is not the case it is up to the LRH Comm to advise him correctly, get him checked out on Ethics policy and failing this to report him with all facts to the higher org.

Given a well trained Ethics Officer he can be prevented from Inspecting, Reporting and Adminstering Ethics by one or more of the following.

1. Overloading the Ethics Officer's lines with unnecessary orders to do needless investigations. Such orders being labelled "URGENT" and carrying a penalty for the Ethics Officer if not immediately complied with.
2. Allowing bypass orders to go directly to the Ethics Officer from seniors, thus not only leaving him prone to overload but also putting him in a position where he can be "chopped" by others for not complying with every order immediately.
3. Not passing on or acting on the data contained in reports made by the Ethics Officer, destroying or losing them.
4. Giving the Ethics Officer orders and then refusing to abide by these yourself. E.g., "Every staff member who comes to work late in the morning must be assigned non-existence. " Roll up at 10 a.m. yourself and refuse the condition.
5. Ordering the Ethics Officer to assign someone a stated condition and then adding that the Ethics Officer will be assigned that condition if he doesn't make it stick.
6. Making the Ethics Officer wrong for cancelling a condition which was unjust.
7. Violating Ethics Policies and telling the Ethics Officer that it doesn't apply here. E.g., Senior violates justice policy in handling of an individual then tells Ethics Officer not to worry as the policy doesn't apply to Joe Smith who has a bad record anyway.
8. Using senior powers to lumber the Ethics Officer with conditions and stiff ethics, leaving him with no one to appeal to or back him up in his work.
9. Putting the Ethics Officer into lower condition for "not wearing his hat" when he refused to comply with an illegal order.
10. Ordering the Ethics Officer to do an investigation, but telling him what he must find and what conditions must be assigned to whom, before the investigation has even started.
11. Refusing to accept an Ethics Officer's actual evidence on misdemeanors, crimes or high crimes concerning a senior, but instead reprimanding the Ethics Officer for attempting to "undermine a senior executive".
12. Refusing to accept the Ethics Officer's findings, invalidating his administration of justice and evaluating and invalidating his application of Ethics actions in a matter where the Ethics Officer was applying standard Ethics Tech and attempting to get him or actually ordering him to lower or raise the conditions or change the findings which the Ethics Officer knows to be true, just and correct.

This list was submitted by an Ex-E/O.

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L. RON HUBBARD
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HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 26 JANUARY 1970

Remimeo A/G Hats Reg Hats RAP Hats Ethics Hats Tech Hats

MINORS-LEGAL ON, STUDENTS AND STAFF

1. A Minor (person under 21 years of age) must have a parent or legal guardian signature on his or her contract.
2. A Minor must either live with a parent or have a legal guardian appointed if parent is outside city. The legal guardian appointment must include a statement of parent's permission for Minor's guardian to obtain emergency medical care for Minor if needed.
3. In California, a Minor over 16 and under 18 who is not a high school graduate, must attend an accredited school for a minimum of 3 hours per day during the school year.
4. Minors must obey curfew laws. DTS to see that curfew regulations are posted on student board and the age they apply to.
5. Staff Members who are Minors must comply with 1, 2 and 4 above. They must also get a work permit from the local school. In California, with public school permission, a Minor between the ages of 15 and 18 may work full-time and attend the Continuation School for 4 hours per week on Saturday.
6. A/Gs, Registrars, Tech Secs, Dirs of RAP and Ethics Officers are to see that their organizations are in compliance with this policy as the law requires in each of their areas.

Natalie Fisher Assistant Guardian ASHO Joel Kreiner
D/Guardian Legal US Bob Thomas D/Guardian US Leif
Windle Policy Review Section WW Jane Kember The
Guardian WW for L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS
Saint Hill Manor, East Grinstead,

HCO POLICY LETTER OF 23 FEBR

Rernimeo
All Orgs
AOs
SHs
E/O's Hat
T/Sec Hat
PES Hat
Dir Success Hat
ARC Br Reg Hat
PRO Hat
PRO Crse checksheet

ETHICS

QUALITY OF SERVICE

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

An ARC broken person attacks.

Criminals, revolutionaries, great generals are simply dramatizing the effects of an ARC Break of long duration.

Madmen seldom attack that which ARC broke them but choose wrong targets.

Any and all attacks suffered by orgs are from ARC broken persons.

Even when such persons were really ARC broken with some other activity, they instantaneously attack us.

Most ARC breaks are caused by by-passed charge. This charge is usually the restimulation of some earlier ARC break not caused by us.

WITHHOLDS ARE ONE PRIMARY CAUSE OF BY-PASSED CHARGE.

When persons are poorly processed or poorly trained they can restimulate a great deal of by-passed charge.

When persons are permitted to take higher grades without really attaining lower grades, by-passed charge is inevitable; hence we see refunds, attacks and upsets in orgs and the field.

The true cause of ARC Breaks of long duration which transfer to us is when we permit technical goofs.

ETHICS exists primarily to see that people honestly make their grades and are trained as they should be and that no-one is permitted to prevent good auditing and good training or to enturbulate the org so that it cannot occur and to make sure the org is there to give service in volume.

Ethics is not concerned with "acceptable social behaviour" only insofar as it impedes the training or processing of others.

THEREFORE: Accepting for higher levels of processing persons who have not made their lower levels shall be classified as a crime.

Processing persons at higher levels who have not made lower levels shall be classified as a crime.

Training persons at higher levels who have not proven themselves as competent Dianetic auditors shall be classified as a crime.

Admitting a famous person or notable writer to higher level processing who has not fully attained lower level processing shall be classified as a HIGH CRIME. This applies in particular to Power and Clearing Courses.

Administering Power to anyone who has not had Dianetic Triples, Scientology Triples and adequate gains or who needs further auditing or Review shall be deemed a crime.

Permitting an ARC broken person to leave an org unhandled shall be deemed for the last auditor to audit him and for the PES and Director of Success a crime.

Failure to strenuously act to clean up an "ARC broken field" shall be deemed a high crime for the Executive Council.

ALL ETHICS OFFICERS are to regulate their conduct of duty so as to safeguard good auditing and training in the organization and to create a calm atmosphere where these can occur in volume.

This Policy Letter has first priority and claim on the duties and attention of the Ethics Officer.

In interpreting the above in technical matters, the Ethics Officer should consult the opinion of competent auditors not connected to any charge in progress.

Nothing in this Policy Letter shall prevent Scientology Grades before Dianetic Grades.

Nothing in this Policy Letter shall limit the amount of auditing that a person can be given at any one grade.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 APRIL 1970

Remirneo
To All
Franchise
Holders
Flo WW
F/O ASHO

**ETHICS AND
FRANCHISE**

Strong Ethics actions by org E/Os and MAAs against Franchises and Franchise holders are forbidden.

Franchise is a Public Divisions Function. Public Divisions run on Public Relations tech and rules.

There are several technologies. Handling people with Dianetics and Scientology tech, handling them with Ethics tech, handling them with PR tech.

Franchises are essentially PR activities. When you use Ethics you mix practices.

There is already a protective mechanism in Franchises. If they hold to Dn and Son and stay true to source they prosper. When they don't they go broke as their PR value loses its Reality factor.

If something is seriously wrong in a Franchise area then Franchise Officer WW should handle and, if he can't, request top level help. This is not a field where org E/Os and MAAs function well as they have too little data on remote offices or their problems.

Just once top level had to act in recent years when the SO name was being abused.

It is not our policy to harshly handle Franchises.

Auditors are bound by the Auditor's Code.

Almost without exception Franchise holders are fine, willing people and we trust them to do right.

L RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 APRIL 1970

Rembneo
Pub Divs
E/Os

HCO

FIELD ETHICS

It has come to attention that at least one org was not prospering because it was being suppressed by its own field.

One or more SPs operating in its neighbourhood were active in making the Ethics Officer and the Execs wrong and enturbulating staff.

Whereas one should go lightly in handling a Franchise or group with Ethics (these are PR areas not Ethics areas), there is an entirely different sort of condition where an SP can be active in the neighbourhood of an org and all but crash it.

Field influence on a large org is best handled by having a Public Ethics Officer (Div I Dept 3) to whom the public can apply and to whom Public Divisions can appeal or to whom Public Divisions can direct persons.

There have been many upsets of this kind over the years and they have almost destroyed the org in each case.

Some examples follow:

1. A rich pe corrupted org Execs with large loans. The org disintegrated.
2. Execs were persuaded to give personal outside service which knocked out their integrity.
3. A staff was constantly worked on to work outside the org as they weren't making enough money (and ignoring their jobs in the org they of course didn't make enough money).
4. An SP hung about an org invalidating its Execs to staff until the Execs caved in.
5. An SP who had been sacked corrupted other staff with 2D and kept the org upset.
6. An SP hung about spreading false rumors which caved in Execs.
7. A fool, not necessarily an SP, handed out money in the field around the org (not to staff members) and suddenly said the sums were "loans to Scientologists" who "didn't repay them" and got the org involved in trying to patch it all up.
8. An SP so worked over Ethics personnel they no longer did their job and the org went into a decline.

Any way you look at it, when you ignore Ethics tech and fail to handle an SP the org and its staff will eventually suffer.

The prime targets are the Execs of an org and its HCO personnel. When these are made ineffective the rest of the staff catches it heavily.

Like it or not, staff needs to be protected from such capers. Sweetness and light and reasonableness by HCO and Execs wind staff members and the org up in a ball of trouble.

This is a loony-bin planet. If it weren't we wouldn't be working at making it sane.

Protect the org! So the staff can do its job!

L. RON HUBBARD

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Founder

FOUNDING CHURCH POLICY LETTER OF 6 OCTOBER 1958

**WHO CAN BE PROCESSED
WHO CAN BE TRAINED**

It has been board policy since the day the Founding Church was established in Washington, D.C., that certain persons are ineligible for processing.

According to the long standing policy of the Founding Church:

No person who is insane or who has an institutional background, nor any person who is chronically ill may be accepted for processing by the H.G.C.

There is no restriction on whom we can train. We can train anyone so long as we do not teach academic subjects or issue academic degrees, by Board Minutes of the 15th October 1955.

We can train anyone in non-academic subjects.

However, we must not, even inadvertently, withhold a child from his legal schooling by reason of religious counseling or for any other reason without express permission from the authorities and we must not substitute our ministerial training for academic schooling.

Even a student cannot be entered into H. G. C. processing if he in any way violates our standards of eligibility for processing at the H.G.C.

The Registrar may not sign and neither the Director of Processing nor an H.G.C. auditor may accept for processing any person who is insane or who has an institutional background. The purpose of the Guidance Center is to improve ability and intelligence and is not a psychiatric clinic and should not act as one. This is without regard to law since there is no law on the subject and we can legally give spiritual guidance to the insane by District law. This regulation is our own law. We are not in the business of psychotherapy. Further, we will not accept for processing the chronically ill. Even though we may by law treat the ill by spiritual means it is still policy that we send the chronically ill to medical care and confine ourselves to increasing ability and intelligence.

In short:

1. WE MAY NOT AND MUST NOT ACCEPT PSYCHOTIC PERSONS FOR PROCESSING by long standing policy, even if the person is a student.
2. WE MAY NOT AND MUST NOT ISSUE DEGREES OF AN ACADEMIC NATURE.
3. WE MAY NOT WITHHOLD A PUPIL FROM SCHOOL FOR OUR TRAINING. OR PROCESSING WITHOUT A LETTER FROM THAT SCHOOL SO AUTHORIZING HIS ABSENCE AND STATING HE IS TO COME TO US, NOT AN UN-NAMED AGENCY.
4. WE MAY NOT DISBAR A PERSON FROM TRAINING BUT WE MAY NOT PROCESS IN THE H.G.C. ANY STUDENT WITH PSYCHOTIC OR INSTITUTIONAL BACKGROUND.

You must understand that these. stable data are not arrived at lightly. There are many good reasons behind them.

It is not illegal to give spiritual guidance to the insane: it is against our board policy. It is forbidden.

It is illegal to issue academic degrees.

It is probably illegal by reason of Supreme Court decisions (anti-segregation) to bar people from training.

If we have trouble, remember:

We make our own trouble. Only we can make our own trouble.

The Registrar, the Director of Processing *and* any assigned staff auditor are personally responsible to the board for any action taken which contravenes board resolutions or the broader law of the land.

Definitions:

INSANE: Having been pronounced insane by a psychiatrist or being incapable of any responsibility for social conduct.

INSTITUTIONALIZED: Having been committed to a public or private institution for the insane.

ILL: Being medically diagnosed as suffering from a known, well defined physical illness susceptible to medical care and relief.

For your information and guidance.

L. RON HUBBARD

Chairman of the Board

Founding Church of Scientology of Washington, D.C.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 30 AUGUST 1960

Fran Hldrs
Ds of T
Registrars
Assn Secs
HCO Secs

TRAINING RESTRICTIONS

For the first time in our history, I am placing restrictions on the acceptance of students for training in Dianetics and Scientology.

It is important that these restrictions be placed in effect and kept in effect.

We are becoming too successful to take stupid risks as an organization.

Several recent instances in various parts of the world showed that we were accepting security risks for training. In most cases our people stood around all sweetness and light and wouldn't believe as usual but in these cases they suddenly alerted to the fantastic liability of standing by a security risk.

Therefore, no student may be accepted for training by the Director of Training until he has been given a solid security check by the D of T personally. If the student fails to pass the test he is to be sent to the HGC for processing using the money deposited for training. When entirely cleared he may then be accepted for training and only then. Thus he is not *refused* training. But he may not be trained before he is cleared if he is a security risk.

State of case shall be used for rejection only when it is such that he or she is impossible to security check by reason of a stalled or wild needle that will not register.

These three reasons only may be used for rejection in addition to the above.

1. Has a criminal record;
2. Is studying Scientology to procure data or evidence for another organization; and
3. Is a member of a subversive organization that might use Scientology to overthrow a government by force.

See that we get careful about this now.

Validation seals may not be placed on existing certificates without security checking for above.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 27 OCTOBER 1964

Remirneo
Franchise
Sthil Students
Sthil Staff

**POLICIES ON PHYSICAL HEALING, INSANITY
AND "TROUBLESOME SOURCES"**

It has been the long standing policy of Central Organizations to handle physical illness and insanity in the following manner.

HEALING

Any process labelled "healing", old or new refers to healing by mental and spiritual means and should therefore be looked upon as the relief of difficulties arising from mental and spiritual causes.

The proper procedure in being requested to heal some complained of physical disability is as follows:

1. Require a physical examination from whatever practitioners of the physical healing arts may be competent and available;

2. Clearly establish that the disability does not stem from immediately physical causes;

3. If the disability is pronounced to be curable within the skill of the physical practitioner and is in actual fact a disease or illness which surrenders to contemporary physical treatment, to require the person to be so treated before Scientology processing may be undertaken;

4. If, however, the physical practitioner's recommendation includes surgery or treatment of an unproven nature or the illness or - disease cannot be accurately diagnosed as a specific physical illness or disease with a known cure, the person may be accepted for processing on the reasonable assumption that no purely physical illness is proven to exist, and that it is probably mental or spiritual in origin.

POLICIES REGARDING THE INSANE

With insane persons or persons with a proven record of insanity, do the following:

1. Establish to the best of your ability within reasonable administrative limits and known tests that any HGC pe accepted for processing does not have a history of deserved institutionalization in an insane asylum or similar place;

2. Process only those persons who have no such history;

3. Do not recommend any other treatment by practitioners in the field of insanity where there exists any evidence that such practitioners injure, disable or maltreat patients by violently reacting drugs, by painful shocks, surgery or other barbaric and outdated means of "mental treatment";

4. If no recommendation is possible under (3) above, recommend only rest and a change of environment, but not in a professional capacity.

THREATENING SOURCES

Policies similar to those regarding physical illness and insanity exist for types of persons who have caused us considerable trouble.

These persons can be grouped under "Threatening Sources". They include:

(a) Persons intimately connected with persons (such as marital or familial ties) of known antagonism to mental or spiritual treatment or Scientology. In practice such persons, even when they approach Scientology in a friendly fashion, have such pressure continually brought to bear upon them by persons with undue influence over them that they make very poor gains in processing and their interest is solely devoted to proving the antagonistic element wrong.

They, by experience, produce a great deal of trouble in the long run as their own condition does not improve adequately under such stresses to effectively combat the antagonism. Their present time problem cannot be reached as it is continuous, and so long as it remains so, they should not be accepted for auditing by any organization or auditor.

(b) Criminals with proven criminal records often continue to commit so many undetected harmful acts between sessions that they do not make adequate case gains and therefore should not be accepted for processing by organizations or auditors.

(c) Persons who have ever threatened to sue or embarrass or attack or who have publicly attacked Scientology or been a party to an attack and all their immediate families should never be accepted for processing by a Central Organization or an auditor. They have a history of only serving other ends than case gain and commonly again turn on the organization or auditor. They have already barred themselves out by their own overts against Scientology and are thereafter too difficult to help, since they cannot openly accept help from those they have tried to injure.

(d) Responsible-for-condition cases have been traced back to other causes for their condition too often to be acceptable. By Responsible-for-condition cases is meant the person who insists a book or some auditor is "wholly responsible for the terrible condition I am in". Such cases demand unusual favours, free auditing, tremendous effort on the part of auditors. Review of these cases shows that they were in the same or worse condition long before auditing, that they are using a planned campaign to obtain auditing for nothing, that they are not as bad off as they claim, and that their antagonism extends to anyone who seeks to help them, even their own families. Establish the rights of the matter and decide accordingly.

(e) Persons who are not being audited on their own determinism are a liability as they are forced into being processed by some other person and have no personal desire to become better. Quite on the contrary they usually want only to prove the person who wants them audited wrong and so do not get better. Until a personally determined goal to be processed occurs, the person will not benefit.

(f) Persons who "want to be processed to see if Scientology works" as their only reason for being audited have never been known to make gains as they do not participate. News reporters fall into this category. They should not be audited.

(g) Persons who claim that "if you help such and such a case" (at great and your expense) because somebody is rich or influential or the neighbours would be electrified should be ignored. Processing is designed for bettering individuals, not progressing by stunts or giving cases undue importance. Process only at convenience and usual arrangements. Make no extraordinary effort at the expense of other persons who do want processing for normal reasons. Not one of these arrangements has ever come off successfully as it has the unworthy goal of notoriety, not betterment.

(h) Persons who "have an open mind" but no personal hopes or desires for auditing or knowingness should be ignored, as they really don't have an open mind at all, but a lack of ability to decide about things and are seldom found to be very responsible and waste anyone's efforts "to convince them".

(i) Persons who do not believe anything or anyone can get better. They have a purpose for being audited entirely contrary to the auditor's and so in this conflict, do not benefit. When such persons are trained they use their training to degrade others. Thus they should not be accepted for training or auditing.

(j) Persons attempting to sit in judgement on Scientology in hearings or attempting to investigate Scientology should be given no undue importance. One should not seek to instruct or assist them in any way. This includes judges, boards, newspaper reporters, magazine writers, etc. All efforts to be helpful or instructive have done nothing beneficial as their first idea is a firm "I don't know" and this usually ends with an equally firm "I don't know". If a person can't see for himself or judge from the obvious, then he does not have sufficient powers of observation even to sort out actual evidence. In legal matters, only take the obvious effective steps-carry on no crusades in court. In the matter of reporters, etc, it is not worth while to give them any time contrary to popular belief. They are given their story before they leave their editorial rooms and you only strengthen what they have to say by saying anything. They are no public communication line that sways much. Policy is very definite. Ignore.

To summarize troublesome persons, the policy in general is to cut communication as the longer it is extended the more trouble they are. I know of no case where the types of persons listed above were handled by auditing or instruction. I know of many cases where they were handled by firm legal stands, by ignoring them until they changed their minds, or just turning one's back.

In applying such a policy of cut-communication one must also use judgement as there are exceptions in all things and to fail to handle a person's momentary upset in

life or with us can be quite fatal. So these policies refer to non-Scientology persons in the main or persons who appear on the outer fringes and push toward us. When such a person bears any of the above designations we and the many are better off to ignore them.

Scientology works. You don't have to prove it to everyone. People don't deserve to have Scientology as a divine right, you know. They have to earn it. This has been true in every philosophy that sought to better man.

THE STRESS OF POLICY

All the above "Troublesome Sources" are also forbidden training and when a person being trained or audited is detected to belong under the above headings (a) to O) he or she should be advised to terminate and accept refund which must be paid at once and the full explanation should be given them at that time. Thus the few may not, in their own turmoil, impede service to and the advance of the many. And the less enturbulence you put on your lines, the better, and the more people you will eventually help.

Scientology is an applied philosophy designed and developed to make the able more able. In tl-ds sphere it is tremendously successful.

Efforts to involve philosophy with medical imperialism, psychiatric sadism, the bigoted churchman, bring about a slowing of our progress.

These people are sick spiritually because of their own continuous harmful actions against patients and the society and are beyond our normal means to help.

These policies will continue in existence until such time as those interested care to invest the time and treasure necessary to build the institutions and re-educate the professions which now practice medical and physical mental healing, and this is definitely not within our time, but would belong to some remote future when more men are sane.

However, such a programme would depend upon the continued existence of the medical imperialist and the psychiatrist and as their more reprehensible activities are rather new and very radical they may be abandoned by public and government long before Scientology could help them. This is probably the more likely occurrence as even in Russia, the Communist has now foresworn all violent treatments of the insane according to their delegates to the London Medical Conference of this year, and Russian practitioners look with contempt and scorn upon the Western psychiatrist. The medical doctor of England, taken over by Socialism, has lost his ambition for medical imperialism and has no contest with Scientology. In the United States the American Medical Association has become locked in mortal combat with the government and probably will be socialized entirely in a few years due to fee abuses and lack of gains. The medical doctor remains strong only in more backward small nations such as Australia where world trends are late in arriving.

Even the Church in Rome is considering a surrender of principles and amalgamation with other faiths in an effort to save a dwindling religious membership.

Thus there may be no medical practitioner as we know him left in a few decades. Membership in the psychiatric profession is declining.

In the place of these institutions, if we ever get around to them, we may find ourselves dealing with completely different practices in the fields of physical healing and the treatment of the insane. All we ask of them is that they are competent in their treatments and less greedy for monopoly than their predecessors. And if this is so, then our policies will then remain fully in force, but in a spirit of co-operation, not with the desire to protect ourselves and the public from them and the products of their bungling.

LRH,jw.cden

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[See also *HCO P/Ls* 5 November 1964, *Corrections to HCO Policy Letters*, next page; 27 October 1964 (reissued 23 June 1967), *Policies on Physical Healing, Insanity and Potential Trouble Sources*, page 517; 7 April 1965, issue 11, *HealingPolicy in Field*, page 521; 21 February 1969, *Cancellation of*

"Corrections to HCO Policy Letters"-Pol Ltr of November 5, 1964, page 523; 13 March 1969, Addition to HCO Pol Ltr of 23 June 1967 "Policies on Physical Healing, Insanity and Potential Trouble Sources "-Potential Trouble Sources (b), page 523; and 7 May 1969, Policies on "Sources of Trouble", page 525.]

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HCO POLICY LETTER OF 5 NOVEMBER 1964

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Sthil Staff

CORRECTIONS TO HCO POLICY LETTERS

HCO POL LTR OCT 27'64: Policies on Healing, Insanity, etc.

Throughout, change "Threatening Sources", "Troublesome Sources" and "Troublesome Persons" to SOURCES OF TROUBLE, in title and in 3rd section.

Add to the end of the HCO Policy Letter-"Ours are the powerful communication lines. They are powerful because they are theta lines. Entheta (enturbulated theta) obtains all its apparent power by being parasitic on theta lines. Only when you add the power of our lines to the weakness of entheta lines can they then have strength.

"Example: It was the FCDC communication to its own field about that government raid that (a) cost the most in cash and (b) did the most damage. You can actually ignore an entheta line in almost all cases without the faintest consequence. It only has power when we let it have power by answering it."

HCO POL LTR OCT 31 '64: Issue 11. Current Policies Orgs and Franchise.

Under Membership Sales, page one, add "and Central Orgs" to the first sentence.

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[See footnote at the bottom of page 5 15.1

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HCO POLICY LETTER OF 10 FEBRUARY AD 14
(Reissued on 23 June 1967)

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Qual Sec's Hat
• of T Hat
• of P Hat
Registrar Hat
Franchise
Field
BPI

ENROLMENT ON SELF DETERMINISM

No applicant will be accepted at Saint Hill, or should be accepted by any Organization for training or processing, who is not there on his or her own self determinism, but who has been ordered to training or processing by an Organization, or who has been compelled to undergo training or processing by a manager, judge, relative or anyone other than the applicant.

L. RON HUBBARD
Founder

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Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 27 OCTOBER 1964

(Re-issued on 23 June 1967)
(Replaces HCO Pol Ltr 5 Nov 1964)

Rernfineo
Franchise
All Students
All Staff
Registrars'Hats
Tech Hats
Qual Hats
HCO Hats

POLICIES ON PHYSICAL HEALING, INSANITY

AND POTENTIAL TROUBLE SOURCES

It has been the long standing policy of Central Organizations to handle physical illness and insanity in the following manner.

HEALING

Any process labelled "healing", old or new refers to healing by mental and spiritual means and should therefore be looked upon as the relief of difficulties arising from mental and spiritual causes.

The proper procedure in being requested to heal some complained of physical disability is as follows:

1. Require a physical examination from whatever practitioners of the physical healing arts may be competent and available;
2. Clearly establish that the disability does not stem from immediately physical causes;
3. If the disability is pronounced to be curable within the skill of the physical practitioner and is in actual fact a disease or illness which surrenders to contemporary physical treatment, to require the person to be so treated before Scientology processing may be undertaken;
4. , If, however, the physical practitioner's recommendation includes surgery or treatment of an unproven nature or the illness or disease cannot be accurately diagnosed as a specific physical illness or disease with a known cure, the person may be accepted for processing on the reasonable assumption that no purely physical illness is proven to exist, and that it is probably mental or spiritual in origin.

POLICIES REGARDING THE INSANE

With insane persons or persons with a proven record of insanity, do the following:

1. Establish to the best of your ability within reasonable administrative limits and known tests that any HGC pc accepted for processing does not have a history of deserved institutionalization in an insane asylum or similar place;
2. Process only those persons who have no such history;
3. Do not recommend any other treatment by practitioners in the field of insanity where there exists any evidence that such practitioners injure, disable or maltreat patients by violently reacting drugs, by painful shocks, surgery or other barbaric and outdated means of "mental treatment";
4. If no recommendation is possible under (3) above, recommend only rest and a change of environment, but not in a professional capacity.

POTENTIAL TROUBLE SOURCES

Policies similar to those regarding physical illness and insanity exist for types of persons who have caused us considerable trouble.

These persons can be grouped under "Potential Trouble Sources". They include:

(a) Persons intimately connected with persons (such as marital or familial ties) of known antagonism to mental or spiritual treatment or Scientology. In practice such persons, even when they approach Scientology in a friendly fashion, have such pressure continually brought to bear upon them by persons with undue influence over them that they make very poor gains in processing and their interest is solely devoted to proving the antagonistic element wrong.

They, by experience, produce a great deal of trouble in the long run as their own condition does not improve adequately under such stresses to effectively combat the antagonism. Their present time problem cannot be reached as it is continuous. and so long as it remains so, they should not be accepted for auditing by any organization or auditor.

(b) Criminals with proven criminal records often continue to commit so many undetected harmful acts between sessions that they do not make adequate case gains and therefore should not be accepted for processing by organizations or auditors.

(c) Persons who have ever threatened to sue or embarrass or attack or who have publicly attacked Scientology or been a party to an attack and all their immediate families should never be accepted for processing by a Central Organization or an auditor. They have a history of only serving other ends than case gain and commonly again turn on the organization or auditor. They have already barred themselves out by their own overts against Scientology and are thereafter too difficult to help, since they cannot openly accept help from those they have tried to injure.

(d) Responsible-for-condition cases have been traced back to other causes for their condition too often to be acceptable. By Responsible-for-condition cases is meant the person who insists a book or some auditor is "wholly responsible for the terrible condition I am in". Such cases demand unusual favours, free auditing, tremendous effort on the part of auditors. Review of these cases shows that they were in the same or worse condition long before auditing, that they are using a planned campaign to obtain auditing for nothing, that they are not as bad off as they claim, and that their antagonism extends to anyone who seeks to help them, even their own families. Establish the rights of the matter and decide accordingly.

(e) Persons who are not being audited on their own determinism are a liability as they are forced into being processed by some other person and have no personal desire to become better. Quite on the contrary they usually want only to prove the person who wants them audited wrong and so do not get better. Until a personally determined goal to be processed occurs, the person will not benefit.

(f) Persons who "want to be processed to see if Scientology works" as their only reason for being audited have never been known to make gains as they do not participate. News reporters fall into this category. They should not be audited.

(g) Persons who claim that "if you help such and such a case" (at great and your expense) because somebody is rich or influential or the neighbours would be electrified should be ignored. Processing is designed for bettering individuals, not progressing by stunts or giving cases undue importance. Process only at convenience and usual arrangements. Make no extraordinary effort at the expense of other persons who do want processing for normal reasons. Not one of these arrangements has ever come off successfully as it has the unworthy goal of notoriety, not betterment.

(h) Persons who "have an open mind" but no personal hopes or desires for

auditing or knowingness should be ignored, as they really don't have an open mind at all, but a lack of ability to decide about things and are seldom found to be very responsible and waste anyone's efforts "to convince them".

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G) Persons attempting to sit in judgement on Scientology in hearings or attempting to investigate Scientology should be given no undue importance. One should not seek to instruct or assist them in any way. This includes judges, boards, newspaper reporters, magazine writers, etc. All efforts to be helpful or instructive have done nothing beneficial as their first idea is a firm "I don't know" and this usually ends with an equally firm "I don't know". If a person can't see for himself or judge from the obvious, then he does not have sufficient powers of observation even to sort out actual evidence. In legal matters, only take the obvious effective steps-carry on no crusades in court. In the matter of reporters, etc., it is not worthwhile to give them any time contrary to popular belief. They are given their story before they leave their editorial rooms and you only strengthen what they have to say by saying anything. They are no public communication line that sways much. Policy is very definite. Ignore.

To summarize potential trouble sources, the policy in general is to cut communication as the longer it is extended the more trouble they are. I know of no case where the types of persons listed above were handled by auditing or instruction. I know of many cases where they were handled by firm legal stands, by ignoring them until they changed their minds, or just turning one's back.

In applying such a policy of cut-communication one must also use judgement as there are exceptions in all things and to fail to handle a person's momentary upset in life or with us can be quite fatal. So these policies refer to non-Scientology persons in the main or persons who appear on the outer fringes and push toward us. When such a person bears any of the above designations we and the many are better off to ignore them.

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THE STRESS OF POLICY

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These policies will continue in existence until such time as those interested care to invest the time and treasure necessary to build the institutions and re-educate the professions which now practise medical and physical mental healing, and this is

definitely not within our time, but would belong to some remote future when more men are sane.

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Example: It was the FCDC communication to its own field about that government raid that (a) cost the most in cash and (b) did the most damage. You can actually ignore an entheta line in almost all cases without the faintest consequence. It only has power when we let it have power by answering it.

L RON HUBBARD

Founder

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[See also HCO P/Ls 7 April 1965, Issue II, *Healing Policy in Field*, page 521; 21 February 1969, *Cancellation of "Corrections to HCO Policy Letrers"~Pol Ltr of November 5, 1964*, page 523; 13 March 1969, *Addition to HCO Pol Ltr of 23 June 1967 "Policies on Physical Healing, Insanity and Potential Trouble Sources"~Potential Trouble Sources (b)*, page 523; and 7 May 1969, *Policies on "Sources of Trouble"*, page 525.1

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HCO POLICY LETTER OF 7 APRIL 1965
Issue 11

GenNon-Remimeo A future Issue of The Auditor

HEALING POLICY IN FIELD

The HCO Policy Letter of October 27, 1964 is now *binding on* all field auditors and field staff members.

Many field auditors do not realize that they damage their own dissemination and usefulness by becoming involved with the very ill and the *insane*.

The only thing a field auditor can do, really, without going down, is to promote, run meetings and do short assists as field staff members of their nearest org. But whether they are or not, all Field Auditors including HBA, HAS and HQS must abide carefully by this policy and inform those persons who seek to persuade them to help the *insane or* very ill that "it is a Committee of Evidence offense to break HCO policy" and thus get themselves free. I have seen too many field auditors fail by their becoming entangled with psychos and chronically sick cases to fail to protect them from such a mistake.

Excerpt from HCO Pol Ltr Oct 27 '64:

"HEALING

"Any process labelled 'healing', old or new refers to healing by mental and spiritual means and should therefore be looked upon as the relief of difficulties arising from mental and spiritual causes.

"The proper procedure in being requested to heal some complained of physical disability is as follows:

1. Require a physical examination from whatever practitioners of the physical healing arts may be competent and available;
2. Clearly establish that the disability does not stem from immediately physical causes;
3. If the disability is pronounced to be curable within the skill of the physical practitioner and is in actual fact a disease or illness which surrenders to contemporary physical treatment, to require the person to be so treated before Scientology processing may be undertaken;
4. If, however, the physical practitioner's recommendation includes surgery or treatment of an *unproven nature* or the illness or disease cannot be accurately diagnosed as a specific physical illness or disease with a *known* cure, the person may be accepted for processing on the reasonable assumption that no purely physical illness is proven to exist, and that it is probably mental or spiritual in origin."

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[See also HCO P/Ls 21 February 1969, Cancellation of "Corrections to HCO Policy Letters"-Pol Ltr of November 5, 1964, page 523; 13 March 1969, Addition to HCOPol Ltr of 23 June 1967 "Policies on Physical Healing, Insanity and Potential Trouble Sources "-Potential Trouble Sources (b), page 523; and 7 May 1969, Policies on "Sources of Trouble", page 525.]

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HCO POLICY LETTER OF 26 JULY 1965

Remirneo
Tech Hats
Qual Hats

Tech Div
Qual Div

**RELEASE DECLARATION RESTRICTIONS
HEALING AMENDMENTS**

The following three policies emerged from a Comm Ev conducted at Saint Hill 23 July 1965.

RELEASE RESTRICTED

No person who is *dependent* for his or her livelihood upon a Suppressive Person or Group, may be awarded any Release award declaration or pin as such a person is not released in his environment.

No person who is *dependent* for his or her livelihood upon compensation being paid for physical or mental disability, may be awarded any Release award declaration or pin as there is too much vested interest in remaining disabled.

HEALING AMENDED

All students of any course are debarred from visiting any medical or healing practitioner unless they are given an Ethics clearance first and all possibility of "roller-coaster" (sudden case decline) has been looked into and any suppressives or bad auditing precisely isolated. The exception is an emergency involving severe injury or *infectious* disease, but in this case the student must be cleared by Ethics to be permitted back on course or even in the org. This includes all accidents.

Course Supervisors are subject to Comm Ev in not so routing students requesting to see a doctor.

All students *must* have permission to see a medical doctor except in cases of severe emergency.

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HOD POLICY LETTER OF 21 FEBRUARY 1969

Rernimeo

**CANCELLATION OF "CORRECTIONS TO HCO POLICY LETTERS"
POL LTR OF NOVEMBER 5, 1964**

The Policy Letter of November 5, 1964 "Corrections to HCO Policy Letters" is cancelled.

HCO POL LTR OCT 27 '64 "Policies on Healing, Insanity, etc." remains as *re-issued on 23rd June 1967*, "*POLICIES ON PHYSICAL HEALING, INSANITY AND POTENTIAL TROUBLE SOURCES*", as *approved by The Founder*.

Written by
Donal B. Perbohner
Director Policy Safeguard CIC WW
for
Kevin Kember
Policy Safeguard Chief WW
for
Jane Kember
The Guardian WW
As directed by
Mary Sue Hubbard
Controller
for
L. RON HUBBARD
Founder

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[See also HCO P/L 7 May 1969, *Policies on
"Sources of Trouble"*, page 525.1

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HCO POLICY LETTER OF 13 MARCH 1969

Rernimeo

**ADDITION TO HOO POL LTR OF 23 JUNE 1967 "POLICIES ON
PHYSICAL HEALING, INSANITY AND POTENTIAL TROUBLE SOURCES"
POTENTIAL TROUBLE SOURCES (b)**

A criminal *record* means one with the police for the commission of and imprisonment for felony. The *fact* of a crime is irrelevant if not seen as a crime by law.

L RON HUBBARD
Founder

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HCO POLICY LETTER OF 6 APRIL 1969

Remimeo

DIANETICS

The policy on Dianetics is that it was and is intended to make a happy, well human being and that it can now be used in conjunction with purely medical (not political psychiatric) treatment.

Any person not recovering his health and sense of well being by use of Dianetic auditing should be given by competent medical and clinical doctors or technicians a thorough physical examination to locate the illness, structural or pathological (disease), which is troubling him and introverting him.

Scientology healing and mental treatment policies apply to Scientology.

Dianetics is fully excepted from these policies.

This is in view of the strong and increasing interest and co-operation of individual medical doctors over the world which should be continued and promoted.

This policy does NOT include turning any person over to institutions or practitioners engaged in political treatment and expressly does not allow the use of such political treatment as electric shock, lobotomies, brain "operation" or drugs producing convulsions.

This policy does permit surgical and structural operations including the alleviation of concussion or skull fractures or the removal of brain tumors but only after they are proven to exist beyond any doubt by competent clinical examination. It does not include exploratory operation.

The severance of nerves to "end psychosis" is expressly condemned and the use of produced convulsion by any means to "alleviate psychosis" and the practice of euthanasia (mercy killing) or any barbaric torturous or murderous or terrifying treatment or approach are not only not condoned but should be actively fought due to the non-therapeutic results, the immediate or early demise of the "patient" and to the efforts to use these "treatments" to effect political ends. The persons using these means actively financed and fought Dianetics and Scientology over the world and were the sole source of repression of a valuable sincere and vital breakthrough in the field of healing as consistently demonstrated.

This HCO Pol Ltr amplifies as policy HCOB 6 April 1969 and HCOB 12 March 1969.
Dianetics is a healing practice supplementing medical treatment.

Scientology is a religious practice applying to Man's spirit and his spiritual freedom.

In areas, mainly America, where the freedom to heal is subject to attempted monopoly, all Dianetic auditing of physically ill persons (not as student practice) must be in conjunction with competent medical practitioners who must be informed why a medical examination is requested for the preclear. "This is a member of the Church of Scientology. As he may be physically ill we wish a full medical examination and diagnosis and any medical treatment which will resolve the illness found. With the leave of the medical doctor and with the patient under his care we will employ Dianetic: auditing as well to assist his recovery. Until healed this person is not eligible for Scientology auditing. We cooperate fully with the medical profession and expect in our turn that our trust in it will not be betrayed. Under no circumstances will we permit this person to be brutalized with psychiatric political treatments."

In other countries any variation of this statement or its lack may be employed, depending on the legal position of healing.

L. RON HUBBARD
Founder

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Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 7 MAY 1969
(Revises HCO Policy Letter of 27 Oct. 1964)

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Sthil Students
Sthil Staff
Dianetic Course

POLICIES ON "SOURCES OF TROUBLE"

SEE ALSO HCO PL 6 APRIL 69 ISSUE 11 "DIANETIC REGISTRATION"

Policies similar to those regarding physical illness and insanity exist for types of persons who have caused us considerable trouble.

These persons can be grouped under "sources of trouble". They include:

(a) Persons intimately connected with persons (such as marital or familial ties) of known antagonism to mental or spiritual treatment or Scientology. In practice such persons, even when they approach Scientology in a friendly fashion, have such pressure continually brought to bear upon them by persons with undue influence over them that they make very poor gains in processing and their interest is solely devoted to proving the antagonistic element wrong.

They, by experience, produce a great deal of trouble in the, long run as their own condition does not improve adequately under such stresses to effectively combat the antagonism. Their present time problem cannot be reached as it is continuous, and so long as it remains so, they should not be accepted for auditing by any organization or auditor.

(b) Criminals with proven criminal records often continue to commit so many undetected harmful acts between sessions that they do not make adequate case, gains and therefore should not be accepted for processing by organizations or auditors.

(c) Persons who have ever threatened to sue or embarrass or attack or who have publicly attacked Scientology or been a party to an attack and all their immediate families should never be accepted for processing by a Central Organization or auditor. They have a history of only serving other ends than case gain and commonly again turn on the organization or auditor. They have already barred themselves out by their own overts against Scientology and are thereafter too difficult to help, since they cannot openly accept help from those they have tried to injure.

(d) Responsible-for-condition cases have been traced back to other causes for their condition too often to be acceptable. By Responsible-for-condition cases is meant the person who insists a book or some auditor is "wholly responsible for the terrible condition I am in". Such cases demand unusual favours, free auditing, tremendous effort on the part of auditors. Review of these cases shows that they were in the same or worse condition long before auditing, that they are using a planned campaign to obtain auditing for nothing, that they are not as bad off as they claim, and that their antagonism extends to anyone who seeks to help them, even their own families. Establish the rights of the matter and decide accordingly.

(e) Persons who are not being audited on their own determinism are a liability as they are forced into being processed by some other person and have no personal desire to become better. Quite on the contrary they usually want only to prove the person who wants them audited wrong and so do not get better. Until a personally determined goal to be processed occurs, the person will not benefit.

(f) Persons who "want to be processed to see if Scientology works" as their only reason for being audited have never been known to make gains as they do not participate. News reporters fall into this category. They should not be audited.

(g) Persons who claim that "if,you help such and such a case" (at great and your expense) because somebody is rich and influential or the neighbours would be electrified should be ignored. Processing is designed for bettering individuals, not

progressing by stunts or giving cases undue importance. Process only at convenience and usual arrangements. Make no extraordinary effort at the expense of other persons who do want processing for normal reasons. Not one of these arrangements has ever come off successfully as it has the unworthy goal of notoriety, not betterment.

(h) Persons who "have an open mind" but no personal hopes or desires for auditing or knowingness should be ignored, as they really don't have an open mind at all, but a lack of ability to decide about things and are seldom found to be very responsible and waste anyone's efforts "to convince them".

(i) Persons who do not believe anything or anyone can get better. They have a purpose for being audited entirely contrary to the auditor's and so in this conflict, do not benefit. When such persons are trained they use their training to degrade others. Thus they should not be accepted for training or auditing.

O) Persons attempting to sit in judgement on Scientology in hearings or attempting to investigate Scientology should be given no undue importance. One should not seek to instruct or assist them in any way. This includes judges, boards, newspaper reporters, magazine writers, etc. All efforts to be helpful or instructive have done nothing beneficial as their first idea is a firm "I don't know" and this usually ends with an equally firm "I don't know". If a person can't see for himself or judge from the obvious, then he does not have sufficient powers of observation even to sort out actual evidence. In legal matters, only take the obvious effective steps-carry on no crusades in court. In the matter of reporters, etc., it is not worth while to give them any time contrary to popular belief. They are given their story before they leave their editorial rooms and you only strengthen what they have to say by saying anything. They are no public communication line that sways much. Policy is very definite. Ignore.

To summarize troublesome persons, the policy in general is to cut communication as the longer it is extended the more trouble they are. I know of no case where the types of persons listed above were handled by auditing or instruction. I know of many cases where they were handled by firm legal stands, by ignoring them until they change their minds, or just turning one's back.

In applying a policy of cut-communication one must also use judgement as there are exceptions in all things and to fail to handle a person's momentary upset in life or with us can be quite fatal. So these policies refer to non-Scientology persons in the main or persons who appear on the outer fringes and push toward us. When such a person bears any of the above designations we and the many are better off to ignore them.

Scientology works. You don't have to prove it to everyone. People don't deserve to have Scientology as a divine right, you know. They have to earn it. This has been true in every philosophy that sought to better man.

All the above "Sources of Trouble" are also forbidden training and when a person being trained or audited is detected to belong under the above headings (a) to O) he or she should be advised to terminate and accept refund which must be paid at once and the full explanation should be given them at that time. Thus the few may not, in their own turmoil, impede service to and the advance of the many. And the less enturbulence you put on your lines, the better, and the more people you will eventually help.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 JUNE 1969

Remimeo

DIANETIC REGISTRATION

(Revises HCO Policy Letter of April 6, 1969 Issue 11
Mainly in reference to Paragraphs two, seven and ten)

A sign should be prominently displayed in all orgs servicing the general public as follows:

"If you have come here to be cured of a physical illness, SEE THE **REGISTRAR** and so inform her so that she can arrange for a competent medical examination and treatment and for Dianctic auditing while under the care of a doctor. When you are physically well, you can begin Scientology training and processing on your road to total freedom."

And another sign,

"This organization will not recommend or condone political mental treatment such as electric shocks or brain operations or convulsive drugs and condemns utterly this Fascist approach to 'mental health' by extermination of the insane. Because we will not agree to brutality and murder under the guise of mental healing or to the easy and lawless seizure of persons in the name of 'mental health' for political reasons, we are fought ceaselessly by those who seek domination of this country through 'mental treatment'. You are safe so long as we live."

The registrar is to sign the person up as he or she would any preclear.

The org must make a liaison with a medical clinic which has diagnostic equipment and obtain a flat rate charge.

Legally and ethically it is all right to send a person to a doctor for a physical examination, but it will cause an ARC break with the doctor to specify what he is to do in that examination.

It is best to say merely: "Would you please do a complete medical examination to include any acute or chronic illness and any effects from past injury or illness."

It should be made clear to the medical doctor who pays his fee. "Your fee for this examination and for any special investigation will be paid by the bearer."

It should end by saying, "Would you please give a note of your findings to the bearer."

Note that it would be unethical for the medical doctor to treat any curable disease found unless the person examined specifically asked him to treat it, otherwise, he would refer the person to his own doctor.

A doctor cannot be asked to supervise a person while he is having auditing because he cannot professionally be asked to join in a non-medical attempt to cure some illness, for if he did he would be subject to discipline, charged with "Covering", and if found guilty, struck off the Medical Register.

The org should make their position very clear to the clinic-that they are trying to co-operate with the medical profession and that Scientology is a religion. However, after or in the absence of medical treatment if none is needed, the persons sent will be given Dianetic auditing after such medical examination and treatment, if given, or under medical [supervision]. A clean cut difference should be made between Dianetics as an assist done under a physician's care or after his treatment and Dianctics as a religious function of pastoral counselling or Scientology as a religious practice.

If contempt or hostility is met, write a letter of complaint to the medical

association and try another doctor or clinic. In such a letter of complaint make it very plain that you are not engaged in physical healing, that you have always tried to co-operate with medicine and that your only quarrel is with psychiatric casualties and their perversion of the medical profession.

If the clinic shows clear cut evidence of the need of an operation, the D of Processing should give the preclear the verdict. If the preclear will not have it, arrange a meeting between the preclear and the doctor and discuss it.

It is possible to engage in Dianetic processing even when a medical verdict is for an operation, but if the preclear will not have it, then undertake Dianetic processing only under the doctor's care and with his consent, and insist upon the preclear being re-examined during processing.

The cost of the examination and any operation is in addition to processing fees and any such charges are paid directly to the clinic by the preclear, the org not taking responsibility for the costs of these.

After any medical treatment, the entire treatment is run as an engrain or chain as the first action. Lingering symptoms are also run down to their basics as per Dianetic Auditing Assists given in the Dianetic Course.

Policy is not to engage on auditing sick pes without medical advice or treatment as required.

Insane pes are handled in this same fashion as they are mainly physically ill, need rest and no harassment. Insane pes are a lot of trouble unless one has an institution to hand, but institutions cannot be trusted. Until an org has some means or connection by which the insane preclear will not be brutalized, shocked or operated on with brain "operations", it is better to refuse them.

By insane pc is meant one who is subject to highly irrational and destructive behavior. If not, they are regarded as physically ill.

The senile and mentally retarded are also handled as per physically ill pes as above.

Waivers in all cases are required.

A new clause, "Will not hold the organization or its principals responsible for medical costs or errors", must be included in signing persons up for Dianetics.

Complete files of all such should be kept in Division 6 to show in case of need

(a) that the org does not engage in physical healing and

(b) success stories with full records, X-rays, etc for Dianetics.

Where this policy letter is fully in force, earlier policies on healing and the insane are cancelled.

This change of policy is due to (1) our wish to cease to individuate from the other social groups of the society and (2) our refusal to leave the field of mental healing in the hands of public enemies.

This is also part of our campaign to Revitalize Western Society. "A well society is a sane society."

L. RON HUBBARD
Founder

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[Note: The word "principles" has been corrected to "principals" in the fifth last paragraph, per HCO PL 2 September 1969, Issue III, Correction to HCO PL 12 June 1969.1

HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 MAY 1970

Remimec~ LRH Comms' Hats HCOS To be included in any answer to such petitions

INSTITUTIONAL AND SHOCK CASES, PETITIONS FROM

A survey has revealed recently that when a person who has been institutionalized or shocked is given the right to be processed, in 70% of the cases the person did not arrange enough auditing to be helped.

If one has spent a whole lifetime becoming aberrated, it is not reasonable to expect it to be all undone in an hour.

Such persons often remain connected to people who have an interest in continuing them in an aberrated state. Such things make them difficult to handle as cases.

I do not want to be placed in a position where I would be refusing help to anyone who needed it.

The history of institution and shock cases is that they can be helped but that they do not continue long enough in processing to be helped. They become subjected to pressure in their surroundings to end off processing.

After causing considerable work by auditors, many such cases leave before anything effective can be done and ask for refunds which the organization is bound by its code to then make.

Anyone with institutional or shock history would have to guarantee to continue in processing long enough to be helped and to waive any right to refund.

It is not mandatory that either an organization or an auditor help them even when permission is granted.

Help is a two way flow. One has to help others to be helped himself.

Our organizations have the only successful record in this field. However, they reserve the right to require cooperation.

A petition from anyone with a shock or institutional record may be granted only with the stipulations that:

1. They obtain the consent of an org and an auditor to help them.
2. They continue in processing for enough time to actually be helped.
3. They waive any right of refund.
4. They follow instructions given by the org.
5. That they do not attack any auditor, org or Scientology during or after processing and post a bond not to do so.
6. That they help Scientology and help others.
7. That they sign and have any guardian sign a document containing these stipulations.

We can help those, who have been injured in earlier practices. But it often takes a great deal of hard work on the part of the auditor and the organization.

Such applicants are special cases and have to be handled as such.

L. RON HUBBARD

Founder

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[Clarified by HCO P/L 26 October 1970, *Institutional and Shock Cases-Posting of Bonds*, Volume 2-page 348.1

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 DECEMBER 1968

Remimeo

(Note: This data is turned out as an HCOB *and* a Pol Ltr [issued as each one] as may apply very broadly in both the OEC and Level IV or above Courses.)

THE THIRD PARTY LAW

I have for a very long time studied the causes of violence and conflict amongst individuals and nations.

If Chaldea could vanish, if Babylon turn to dust, if Egypt could become a badlands, if Sicily could have 160 prosperous cities and be a looted ruin before the year zero and a near desert ever since-and all this in SPITE of all the work and wisdom and good wishes and intent of human beings, then it must follow as the dark follows sunset that something must be unknown to Man concerning all his works and ways. And that this something must be so deadly and so pervasive as to destroy all his ambitions and his chances long before their time.

Such a thing would have to be some natural law unguessed at by himself.

And there is such a law, apparently, that answers these conditions of being deadly, unknown and embracing all activities.

The law would seem to be:

A THIRD PARTY MUST BE PRESENT AND UNKNOWN IN EVERY QUARREL FOR A CONFLICT TO EXIST.

or

FOR A QUARREL TO OCCUR, AN UNKNOWN THIRD PARTY MUST BE ACTIVE IN PRODUCING IT BETWEEN TWO POTENTIAL OPPONENTS.

or

WHILE IT IS COMMONLY BELIEVED TO TAKE TWO TO MAKE A FIGHT, A THIRD PARTY MUST EXIST AND MUST DEVELOP IT FOR ACTUAL CONFLICT TO OCCUR.

It is very easy to see that two in conflict are fighting. They are very visible. What is harder to see or suspect is that a third party existed and actively promoted the quarrel.

The usually unsuspected and "reasonable" third party, the bystander who denies any part of it is the one that brought the conflict into existence in the first place.

The hidden third party, seeming at times to be a supporter of only one side, is to be found as the instigator.

This is a useful law on many dynamics.

It is the cause of war.

One sees two fellows shouting bad names at each other, sees them come to blows. No one else is around. So *they*, of course, "caused the fight". But there *was* a third party.

Tracing these down, one comes upon incredible data. That is the trouble. The incredible is too easily rejected. One way to hide things is to make them incredible.

Clerk A and Messenger B have been arguing. They blaze into direct conflict. Each blames the other. NEITHER ONE IS CORRECT AND SO THE QUARREL DOES NOT RESOLVE SINCE ITS TRUE CAUSE IS NOT ESTABLISHED.

One looks into such a case THOROUGHLY. He finds the incredible. The wife of Clerk A has been sleeping with Messenger B and complaining alike to both about the other.

Farmer J and Rancher K have been tearing each other to pieces for years in continual conflict. There are obvious, logical reasons for the fight. Yet it continues and does not resolve. A close search finds Banker L who, due to their losses in the fighting,

is able to loan each side money, while keeping the quarrel going, and who will get their lands completely if both lose.

It goes larger. The revolutionary forces and the Russian government were in conflict in 1917. The reasons are so many the attention easily sticks on them. But only when Germany's official state papers were captured in World War 11 was it revealed that Germany had promoted the revolt and financed LENIN to spark it off, even sending him into Russia in a blacked out train!

One looks over "personal" quarrels, group conflicts, national battles and one finds, if he searches, the third party, unsuspected by both combatants or if suspected at all, brushed off as "fantastic". Yet careful documentation finally affirms it.

This datum is fabulously useful.

In marital quarrels the *correct* approach of anyone counseling, is to get both parties to carefully search out the *third* party. They may come to many *reasons* at first. These *reasons* are not beings. One is looking for a third *party*, an actual *being*. When both find the third party and establish proof, that will be the end of the quarrel.

Sometimes two parties, quarreling, suddenly decide to elect a being to blame. This stops the quarrel. Sometimes it is not the right being and more quarrels thereafter occur.

Two nations at each other's throats should each seek conference with the other to sift out and locate the actual third party. They will always find one if they look, and they *can* find the right one. As it will be found to exist in fact.

There are probably many technical approaches one could develop and outline in this matter.

There are many odd phenomena connected with it. An accurately spotted third party is usually not fought at all by either party but only shunned.

Marital conflicts are common. Marriages can be saved by both parties really sorting out *who* caused the conflicts. There may have been, in the whole history of the marriage several, but only one at a time.

Quarrels between an individual and an organisation are nearly always caused by an individual third party or a third group. The organisation and the individual should get together and isolate the third party by displaying to each other all the data they each have been fed.

Rioters and governments alike could be brought back to agreement could one get representatives of both to give each other what they have been told by whom.

SUCH CONFERENCES HAVE TENDED TO DEAL ONLY IN RECRIMINATIONS OR CONDITIONS OR ABUSES. THEY MUST DEAL IN BEINGS ONLY IN ORDER TO SUCCEED.

This theory might be thought to assert also that there are no bad conditions that cause conflict. There are. But these are usually REMEDIAL BY CONFERENCE UNLESS A THIRD PARTY IS PROMOTING CONFLICT.

In history we have a very foul opinion of the past because it is related by recriminations of two opponents and has not spotted the third party.

"Underlying causes" of war should read "hidden promoters".

There are no conflicts which cannot be resolved unless the true promoters of them remain hidden.

This is the natural law the ancients and moderns alike did not know.

And not knowing it, being led off into "reasons" whole civilizations have died.
It is worth knowing.

It is worth working with in any situation where one is trying to bring peace.

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HCO POLICY LETTER OF 24 FEBRUARY 1969

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AN ETHICS POLICY LETTER

JUSTICE

In an extension of 3rd Party technology (see HCOB of THIRD PARTY LAWj I have found that false reports and suppression are very important in 3rd Party Technology.

We know as in the above HCOB that a Third Party is necessary to any quarrel. Basically it is a 3 Terminal Universe.

In reviewing several org upsets I have found that the 3rd Party can go completely overlooked even in intensive investigation.

A 3rd Party adds up to suppression by giving false reports on others.

In several cases an org has lost several guiltless staff members. They were dismissed or disciplined in an effort to solve enturbulation. Yet the turbulence continued and the area became even more upset by reason of the dismissals.

Running this back further one finds that the real 3rd Party, eventually unearthed got people shot by FALSE REPORTS.

One source of this is as follows:

Staff Member X goofs. He is very furious and defensive at being accused. He blames his goof on somebody else. That somebody else gets disciplined. Staff Member X diverts attention from himself by various means including falsely accusing others.

This is a 3rd Party action which results in a lot of people being blamed and disciplined. And the real 3rd Party remaining undetected.

The missing point of justice here is that the disciplined persons *were not faced with their accusers* and were not given the real accusation and so could not confront it.

Another case would be a 3rd Party simply spreading tales and making accusations out of malice or some even more vicious motive. This would be a usual 3rd Party action. It is ordinarily based on False Reports.

Another situation comes about when an executive who can't get an area straight starts to investigate, gets 3rd Party False Reports about it, disciplines people accordingly and totally misses the real 3rd Party. This enturbulates the area even more.

The basis of all really troublesome 3rd Party activities is then FALSE REPORTS.

There can also be FALSE PERCEPTION. One sees things that don't exist and reports them as "fact".

Therefore we see that we can readily run back an investigation by following a chain of false reports.

In at least one case the 3rd Party (discovered only after it"was very plain that only he could have wrecked two divisions, one after the other) also had these characteristics:

1. Goofed in his own actions;
2. Furiously contested any knowledge reports or job endangerment chits filed on him;
3. Obsessively changed everything when taking over an area;
4. Falsely reported actions, accusing others;
5. Had a high casualty rate of staff in his division or area.

These are not necessarily common to all 3rd Parties but give you an idea of what can go on.

After a lot of experience with Ethics and justice I would say that the real source of upset in an area would be FALSE REPORTS accepted and acted upon without confronting the accused with all charges and his or her accusers.

An executive should not accept any accusation and act upon it. To do so undermines the security of one and all.

What an executive should do, on being presented with an accusation or down stats or "evidence" is conduct an investigation of false reports and false perceptions.

An area is downstat because of one or more of the following:

1. No personnel;
 2. Personnel not trained;
 3. Cross orders (senior orders unattended because of different junior orders);
 4. Area doing something else than what it is supposed to do;
 5. An adjacent area dumping its hat;
 6. False perception leading to false stats;
 7. False reports by rumour or misunderstanding;
 8. False reports from single rare instances becoming accepted as the condition of the whole;
 9. False reports on others defensively intended;
 10. False reports on others maliciously intended (real 3rd Party);
 11. Injustices cumulative and unremedied;
 12. Actions taken on others without investigation and without confronting them with their accusers or the data.
- This is a list of probable causes for an upset or downstat area.

SECURITY

The personal security of the staff member is so valuable to him apparently that when it is undermined (by false accusations or injustice) he becomes less willing and less efficient and is the real reason for a PTS condition.

JUSTICE

The only thing which can actually remedy a general insecure feeling is a renewed faith in justice.

Justice would consist of a refusal to accept any report not substantiated by actual, independent data, seeing that all such reports are investigated and that all investigations include confronting the accused with the accusation and where feasible the accuser, BEFORE any disciplinary action is undertaken or any condition assigned.

While this may slow the processes of justice, the personal security of the individual is totally dependent upon establishing the full truth of any accusation before any action is taken.

Harsh discipline may produce instant compliance but it smothers initiative.

Positive discipline is in itself a stable datum. People are unhappy in an area which is not well disciplined because they do not know where they stand.

An area where only those who try to do their jobs are disciplined encourages people to hide and be inactive.

But all discipline must be based on truth and must exclude acting on false reports.

Therefore we get a policy: Any false report leading to the unjust discipline of another is an act of TREASON by the person making the false report and the condition should be assigned and its penalties fully applied.

A condition of DOUBT should be assigned any person who accepts and disciplines another unjustly on the basis of a report which subsequently turns out to have been false.

This then is the primary breakdown of any justice system-that it acts on false reports, disciplines before substantiation and fails to confront an accused with the report and his accuser before any discipline is assigned, or which does not weigh the value of a person in general against the alleged crime even when proven.

L. RON HUBBARD

Founder

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HCO POLICY LETTER OF 15 MARCH 1969

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Ethics Officers
HOO

**THIRD PARTY
HOW TO FIND ONE**

The way NOT to find a 3rd party is to compile a questionnaire that asks one and all in various ways, "Have you been a VICTIMV' "Do you feel ARC Broken about Ethics?"

Any officer, B of 1 or Comm Ev that uses this approach (1) Does not find any 3rd Party and (2) Caves in people.

A 3rd Party is ONE WHO BY FALSE REPORTS CREATES TROUBLE BETWEEN TWO PEOPLE, A PERSON AND A GROUP OR A GROUP AND ANOTHER GROUP.

To find a 3rd Party one has to ask

1. (a) Have you been told you were bad?
(b) What was said?
(c) *Who* said it?
2. (a) Have you been told someone was bad?
(b) What was said?
(c) *Who* said it?
3. (a) Have you been told someone was doing wrong?
(b) What was said?
(c) Who said it?
4. (a) Have you been told a group was bad?
(b) What was said?
(c) Who said it?

This is quite capable of running a couple light years of track so a questionnaire should have a limiter such as "In this organization

This is also a considerable process! And it may have a lot of answers. So a lot of space should be left for each question.

By then combining names given you have one name appearing far more often than the rest. This is done by counting names. You then investigate this person.

Usual action, if they are not an enemy, is to issue a Non-Enturbulation order and say why.

The VICTIM type questionnaire will only give you your most valuable executives, Who have been trying to get people to do their jobs!

We have had experience with this so IT IS A COMM EV OFFENSE to use a VICTIM type approach and say one is "looking for a third party".

This Pol Ltr is vital to HCOES, HCO Secs, E/Os and MISSIONAIRES.

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 25 AUGUST 1969

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THIRD PARTY INVESTIGATIONS

This Policy Letter is an expansion of HCO Policy Letter of 15 March 1969 *3rd Party, How to Find One* by L. Ron Hubbard.

R-FACTOR

An R-Factor is necessary before the investigation is begun. It must be understood by the persons involved (a) what a 3rd Party is, (b) how the 3rd Party will be located, and (c) it may be necessary to indicate that it is not an auditing activity.

HOW MANY?

Many names will come up. They were influenced by the 3rd Party. They went into agreement with him. By going into agreement with him, they spread the activity which was originated by the 3rd Party. There will be only one 3rd Party at the basic of the chain.

3RD PARTY = FALSE REPORT. ANYONE THAT WENT INTO AGREEMENT WITH HIM CARRIED IT FORWARD, USUALLY BELIEVING IT TO BE TRUE.

EXAMPLE

Third Party Investigation with Jill and Alan:

"A" Questions asked to Jill and Alan.

- Ia. Have you been told you were in bad.
- b. What was said.
- c. Who said it.
- 2a. Have you been told someone was bad.
- b. What was said.
- c. Who said it.
- 3a. Have you been told someone was doing wrong.
- b. What was said.
- c. Who said it.
- 4a. Have you been told a group was bad.
- b. What was said.
- c. Who said it.

"B" Questions asked Jill.

- Ia. Have you been told you were in bad with Alan (Jill).
- b. (as in "A" above)
- c. (11 11
- 2a. Have you been told Alan (Jill) was in bad.
- b. (as in "A" above)
- c. 11

- 3a. Have you been told Alan (Jill) was doing wrong.
- b. (as in "A" above)
- c.

11

After asking these questions of Jill they are asked of Alan.

"C" Any person coming up on both sides, for instance Roger, is noted. You then ask the "B" questions, using Roger's name. Ask them of Jill, then of Alan.

As a new name comes up, use it in "B".

This is continued until you come up with a name, use it in "B", and Jill and Alan cannot find anyone that "told you you were in bad with. . . .", or "told you was in bad", or "told you was doing bad".

THAT IS YOUR 3RD PARTY. THERE WAS NO ONE SAYING THINGS ABOUT THIS PERSON *BECAUSE HE STARTED ITALL.*

As long as they can give you answers to "B", there is someone earlier. This is how you get the BASIC 3rd Party.

INDICATORS

If you have indicated the wrong 3rd Party, you will see it in the absence of GIs. Continue until you hit THE ONE, at which time GIs will come in on both individuals.

CPO Maria Bosselaar for Lt. Cmdr. Diana Hubbard Flag 3rd Mate/CS- I for L. RON HUBBARD Founder

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HCO POLICY LETTER OF 6 JANUARY 1970

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THIRD PARTY INVESTIGATIONS

The liability of a third party investigation is that a person in the area who has been diligently making reports on outnesses observed or reported to him becomes the most obvious target for declaration as the third party.

An example of this would be the branch manager of a car sales company paying the salesmen only a portion of their commissions and pocketing the balance. The salesmen consider they are underpaid. A conflict arises between them and the branch manager. Sales statistics fall. The chief sales representative realizing the dangerousness of the situation to the survival of the business and his own pay packet gathers information which indicates the branch manager is embezzling and sends reports to the accountant at head office for checking. The general manager having heard of the third party law and noticing the conflict between branch manager and salesmen commences an investigation, finds the chief sales rep. has been sending reports to head office concerning the branch manager and had previously made reports to the branch manager concerning some of the salesmen misusing company vehicles. The branch manager denies the reports against him and the salesmen state the reports against them to be false. Good indicators on both sides as their denials are accepted and the chief sales rep. gets fired. Oddly enough the pay doesn't go up, sales stats crash further and the company goes up in smoke.

The matter would have been resolved by full ethics investigation and replacement of the branch manager instead of the one person, trying to protect his job and the company by proper ethics reports, being fired.

When personnel making written reports to proper terminals on out Ethics situations get accused of being third parties it becomes unsafe to report. Ethics without reports becomes ineffective and suppressives have a ball.

It is possible for a third party to use the standard report lines but this is not usual and, as the reports are in writing and signed they are easily investigated for validity.

A third party can make all sorts of wild false reports verbally to various staff members. The on-policy staff member hearing these then makes a written report to Ethics stating what was said and who said it.

When the written report is found to contain false information don't immediately accuse the person who wrote the report of being a third party-check up on who was maliciously spreading the rumour in the first place.

One staff member aware of a very out ethics situation in an Org that had been affluent and was now crashing into ruin made very proper reports to a higher authority. The reports were neglected. A later third party investigation said the reporting staff member was the third party even though his reports gave all available information, sources of data, who else knew about it and could give data, etc. All reports were in writing and signed. Whenever a report was based on rumour and not proven he stated so. When "revealed as the third party" he assigned himself enemy, cognited that he had exceeded his duties and promised to keep to the standard duties of his post.

In fact he was the only person taking responsibility for the Org and trying to handle the out Ethics situation which was collapsing stats. He should have been commended. Instead his reach was cut and it became unsafe for staff members to make reports.

When a third party investigation cannot conclusively find a third party but an out Ethics situation is revealed the matter must be handed over to proper Ethics authority adequate to handle the situation.

There may be a third party but it could require an Ethics clean up of the area first. The source of the out Ethics situation in such a case will probably also be the third party.

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Brian Livingston
CS-1
for
L. RON HUBBARD

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Founder

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HCO POLICY LETTER OF 7 SEPTEMBER AD 13

CenOCon
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IMPORTANT

SCIENTOLOGY FIVE

JUSTICE

COMMITTEES OF EVIDENCE

SCIENTOLOG6GY JURISPRUDENCE, ADMINISTRATION OF

(This system is for use in all matters of Justice in Scientology.)

(This Policy Letter cancels and disbands any Ethical Committees.)

There can be no personal security without easily accessible, swift and fair justice within a group.

The jurisprudence employed must be competent, acceptable to the members of the group and effective in accomplishing good order for the group and personal rights and security for its individual members.

Justice used for revenge, securing advantages for a clique increases disorder.

Justice should serve as a means of establishing guilt or innocence and awarding damages to the injured. The fact of its use should not pre-establish guilt or award. Justice which by its employment alone establishes an atmosphere of guilt or greed is harmful and creates disorder.

Justice should clarify. Good justice in effect runs out group engrams. Bad justice runs them in.

I have been working for some time on a system of justice acceptable to Scientologists and have evolved one in "Committees of Evidence". These work excellently by actual test and satisfy the requirements of justice.

I require that full use be made of these Committees at once in all matters relating to Scientology organizations, groups and concerns.

I do not recommend that individuals in authority act in disciplinary measures or capacities without employing Committees of Evidence.

I recommend that all outstanding matters of discipline occurring between March 13, 1963 and this date should be reviewed by Committees of Evidence.

COMMITTEES OF EVIDENCE

There are two channels of Committees of Evidence, each parallel. One channel is through Central Organizations, the other through HCOs.

WW COMMITTEE OF EVIDENCE

Both channels arrive at one Committee located at HCO WW. This is the World Wide Committee of Evidence, convened by the Executive Director. It cares for any and all matters arising from Committees at lower levels in both channels and reviews all cases referred to it,

HCO CONTINENTAL COMMITTEE OF EVIDENCE

The Convening Authority is the HCO Continental Secretary. It handles matters relating to any Scientology executives in a whole Continental zone. It investigates any cases referred to it by the WW Committee of Evidence and reviews any lower HCO Committees of Evidence in its zone when necessary or so requested.

CONTINENTAL ORGANIZATION COMMITTEE OF EVIDENCE

The Convening Authority is the Continental Director. It handles matters relating to any Scientology Executive in a Continental Zone. It investigates any matter

requested of it by the WW Committee of Evidence and reviews any lower Organization Committee of Evidence matters or cases in its zone.

HCO AREA COMMITTEE OF EVIDENCE

The Convening Authority is the HCO Executive or Area Secretary in the sphere of a specific central organization or city office. It handles any matters referred to it by its convening authority. These may include all matters relating to the suspension or cancellation of certificates, the administrative or technical conduct of any Scientology executive or staff member on the basis of personal, administrative or technical conduct prejudicial to good order and discipline, and handles matters relating to the personal and technical misconduct of any Scientology executives or staff members. It also handles all disputes with field auditors, students, preclears, and members of the public. It handles especially any dispute between the Central Organization or City Office to which it is attached and non-staff members such as students, preclears, auditing results, refunds, etc. It may include Central Organization or City Office personnel in its composition and, in cases involving disputes between a Central Organization or City Office and non-staff members, it may use to the percentage of half (not including the chairman) field members in its membership.

CENTRAL COMMITTEE OF EVIDENCE

A Central Committee of Evidence is convened by the Association/Organization Secretary of any Central Organization or City Office. It has exactly the same powers and scope as the HCO Area Committee of Evidence, but would normally not handle cases involving Field Auditors, field technical practice or matters relating to disputes between the public and the Central Organization or City Office as to fees, payments or service failures, which are all more properly the business of HCO. The Central Committee of Evidence is more properly concerned with all matters relating to the conduct and activities of organization members, administrative, technical and personal, fixing responsibility for various conditions or breakdowns within the organization and safeguarding the organization against personal conduct or security risks prejudicial to effectiveness and public repute. Threatened dismissals, requests for reinstatement, protests against transfers or injury to reputation as well as marital or second dynamic matters are all heard by the Central Committee of Evidence.

DISTRICT COMMITTEE OF EVIDENCE

The Convening Authority is the person in charge of a District Office or branch Organization or the Association/Organization Secretary of the Zone or the HCO Area Secretary. The District Committee of Evidence exists for all matters of dispute, repute or discipline in a District Office, its area, or a Scientology Group. Its powers are the same as any other Committee of Evidence except that of review of lower Committees, and that it may not call before it, except as they volunteer, Central Organization or HCO Area personnel or other personnel or executives on higher echelons.

The findings of this Committee must be reviewed by an HCO Area Committee before the convening authority of the District Committee of Evidence may put the findings into effect and only those findings passed (after endorsement by the Convening Authority) by the HCO Area Committee of Evidence may be put into effect. A Central Committee of Evidence may not review a District Committee of Evidence findings even though convened by an Association Secretary.

DEFINITIONS

A COMMITTEE OF EVIDENCE: A fact finding body composed of impartial persons properly convened by a Convening Authority which hears evidence from persons it calls before it, arrives at a finding and makes a full report and recommendation to its convening authority for his or her action.

CONVENING AUTHORITY: That duly appointed official of Scientology who appoints and convenes a Committee of Evidence to assist him in carrying out and justly exercising his or her authority, and who approves, mitigates or disapproves the findings and recommendations of the Committee of Evidence he or she appoints. The convening authority may not be a member of the Committee and may not sit with it and may not interfere with its conduct of business or its evidence, but may disband a Committee he or she convenes if it fails to be active in the Prosecution Of its business, and may convene another Committee in its place. The Convening Authority may not increase penalties recommended by the committee he or she convenes.

NO CONVENING AUTHORITY may be summoned before, appear before or be chairman, secretary or member of any Committee of Evidence he or she convenes.

No official authorized to act as a convening authority may be summoned before or named as an Interested Party to or witness before or serve on a Committee of Evidence at the level of Committee of Evidence he or she is authorized to convene or on any lower level Committee; an official with the right to act as a Convening Authority may only be summoned by, appear before or become an Interested Party before Committees of Evidence of higher levels than he may authorize: i.e. HCO Area Committees of Evidence and Central Committees of Evidence alike may not summon or name as Interested Parties or witnesses or Chairman or members, the HCO Area Sec or the Association/Organization Secretary, but these may be named as Interested Parties or summoned before Continental Level Committees, and Convening Authorities at Continental Level may only be named as Interested Parties or summoned before a WW Committee of Evidence. However, a WW Committee of Evidence may be convened by its Convening Authority anywhere in the world and a Continental Level Committee may be convened anywhere in a Continental Area, it being however more usual to convene WW and Continental Committees only at their own headquarters.

No deputy officer to any Convening Authority may convene a Committee by reason of being a deputy, this right being fully reserved to the Executive Director and fully appointed HCO Continental Secretaries, Continental Directors, HCO Area Secretaries, Association/Organization Secretaries and officers in official charge of District Offices, and only when fully and officially appointed with duly signed appointment to post by the Executive Director.

CHAIRMAN OF THE COMMITTEE: The Chairman is appointed at the discretion of the Convening Authority appointing the Committee. The appointment may be of a permanent nature but again at the discretion of the Convening Authority. The Chairman may not appoint Members to serve on the Committee. The Chairman presides over all meetings, conducts the largest part of the interrogation and sees that the Committee properly executes its duties in all respects in a dignified and expeditious manner. The Chairman may not interfere with the votes of the members and must include any divergences of opinion on the Findings by dissenting members. The Chairman sees to it that the Findings are based on majority opinion. The Chairman votes only in case of deadlock. The Chairman may himself dissent from the majority opinion in the Findings but if so, includes it as a separate opinion in the Findings like any other member dissenting, and may not withhold Findings from the Convening Authority for this reason. If a Chairman is removed during the progress of any case before the Committee the Findings are invalid and a new Committee must be convened and appearance before the incompleting hearings does not ban appearance before the newly convened Committee. However, a Chairman must be removed before Findings are being prepared before the Committee can be declared invalid and the removal must be for good and sufficient cause. The Chairman runs good S.C.S. during all proceedings and gets Evidence given rather than put in its lines. He gets the job done.

SECRETARY: The Secretary is appointed specifically by the Convening Authority. The Secretary is a proper member of the Committee and has a vote. The Secretary prepares and issues all notices to attend, attends all meetings, keeps all notes, collects all documentary evidence offered in the hearings, procures tapes and a tape recorder, does all the tape recording, and collects all members of the Committee for scheduled hearings. All this is in addition to usual staff duties. The Assoc Sec's Sec or the HCO Communicator or HCO Steno would be the ordinary choice, but any others may be chosen for the assignment.

MEMBER: Members of the Committee are specifically named by the Convening Authority. In addition to the Chairman and Secretary they may not number less than two or more than five. A member attends all hearings, may keep his own notes, passes on all Findings and votes for or against the Findings and their recommendations. A member must sign the Findings whether he approves of them or not but if disapproving may have the Chairman so note it. Interested Parties and witnesses may not object to any membership or composition of the Committee, it being taken for granted that the Convening Authority has been as impartial in this as is feasible. The Member should conduct himself or herself courteously and with dignity toward other Committee members, and particularly the Chairman, and should treat Interested Parties and witnesses as courteously as is possible with due recognition of the tension these may be **under**. By the member, any Interested Party who might be subject to charges is treated as not guilty until the last evidences have been heard and the Committee meets to

discuss its findings and their preparation. The Member may question any Interested Party or Witness but usually leaves this to the Chairman. The Member may also write a question he or she wants asked and pass it to the Chairman. If a Member truly does not understand some point of evidence toward the end of the hearings he or she may demand the recall of anyone to clarify the matter but may not unduly extend the hearings by using this as a device. A Member should not discuss the hearings abroad or form an early opinion and discuss it outside hearings as a fact. No Member should be permitted to express his own opinion as that of the Committee outside the hearings while they are in progress. A Chairman may discipline a Member for failing to appear at his Committee's hearings, discourteous, foul or slovenly conduct or dishonesty when these imperil the functions or values of Committees of Evidence.

EVIDENCE: The spoken word, writings and documents are to be considered as Evidence. The E-Meter is not to be used to procure evidence as it does not register lies on criminal types and, however vital and reliable as an auditing aid, is not always valid in detecting crime or acts. It can react on the flustered innocent and fail to react on the cold-blooded guilty. The reason for this is that it is inoperative during severe ARC Breaks in which condition Interested Parties often are. Session withholdings may not be used as Evidence but Evidence may not be refused because it also has been given in a session. Hearsay evidence (saying one heard somebody say that somebody else did) should not be admissible Evidence, but statements that one heard another make damaging remarks or saw another act or fail to act is admissible.

INTERESTED PARTY: A person, plaintiff or defendant, called before a Committee of Evidence for whom penalties may be recommended or decisions awarded by the Committee. An Interested Party may not be called before another Committee or a later convened Committee for the same offense or complaint after having been summoned and heard for that offense, or his complaint, at one or more meetings of the current Committee. It may be that the Committee does not charge an Interested Party with an offense or award a decision but if so must either implicate or exonerate fully all Interested Parties to the hearing and recommend accordingly in its findings. It is common to have more than one Interested Party named in any matter brought to a Committee. Being named as an Interested Party does not imply guilt but may result in becoming the subject of disciplinary recommendation or award by the Committee. To eventually be charged by the Committee or awarded a decision a person must have been named as an Interested Party in the Bill of Particulars *before* the matter is heard by the Committee (except for failure to appear or false witness). An Interested Party is liable to penalty recommendation by the Committee. Refusal or failure of an Interested Party to appear results in a recommendation of the full penalty possible in the case for that Interested Party. A person not named as an Interested Party in the original Bill of Particulars may not become an Interested Party to the action before the Committee by reason of new evidence; he or she would have to be specifically charged before a newly convened Committee.

WITNESS: A witness is anyone who is called before the Committee to give evidence who is not an Interested Party. A witness may not be implicated or charged if not already named in the Bill of Particulars as an Interested Party except for failure to appear or when found to be a False Witness. A witness who refuses to appear or refuses to testify may be separately charged for that failure and the committee may recommend any fitting discipline for such a defaulting witness. For false witness see below.

BILL OF PARTICULARS: A written and signed appointment of a Committee of Evidence naming (1) The Chairman, Secretary and Members of the Committee. (2) The Interested Party or Parties. (3) The matter to be heard and a summary of data to hand. It is duly signed by the Convening Authority and a copy of it is furnished to each person whose name appears in it and to Local Legal Files and a copy to the HCO WW Committee of Evidence via all upper Committees.

FINDINGS: The full report of the Committee accompanied by a tape recording of the evidence given and a full recommendation to the Convening Authority for his action. The Findings is a document which gives a fast summary of the hearings, their result and a complete recommendation. It must be so written that it may be published without alteration by the Convening Authority. The Summary states who appears to be at fault and who does not and why. The Recommendation tells the Convening Authority exactly what disciplinary action should be taken and how, including any plea for leniency or insistence upon full penalty. The Findings is done after the last hearing and after the last committee meeting that votes on the Recommendation to be

given. It is done by the Secretary from his or her notes but under the guidance of the Chairman. It is done as soon after the last Committee meeting as possible, is signed by Committee members and promptly forwarded to the Convening Authority. Only one copy is prepared and forwarded to the Convening Authority. No other copies are made or given anyone. Before forwarding to the Convening Authority it is signed by every member of the Committee as well as the Chairman and Secretary. Accompanied by any tapes or documents it is placed directly into the hands of the Convening Authority. It may not go by despatch line or mail. It is not accompanied by any other letter of transmission or by any delegation or by the Committee in person. It may be delivered by the Secretary or Chairman or their specially appointed messenger without further comment.

ENDORSEMENT: The Findings now have added to them the Endorsement by the Convening Authority. The Findings have no force until the Endorsement is added. The Convening Authority makes the endorsement on the Findings in as brief a fashion as possible. The Convening Authority can (1) Accept the Findings in full (2) Reduce the penalty recommended or (3) Suspend or cancel the penalty completely with a pardon. The Convening Authority may make no other Endorsement, save only to thank the Committee and witnesses. The moment the Findings are Endorsed they have the effect of orders as per the Endorsement and all persons under the authority of the Convening Authority are bound to execute them and abide by them accordingly.

PUBLICATION: The findings and their Endorsement are published according to the Directions of the Convening Authority. They are first *Mimeographed*. Publication is done in three ways (1) By posting a copy on the staff board or public board and copies to executives (2) By circulation in any area affected (3) By Continental Magazine or other broad means. However it is published, a mimeographed copy goes to every Interested Party or Witness and to each Committee Member and to every upper level Committee including HCO WW.

FILES: The original, all spare mimeograph copies and any documents and tapes are placed in a large envelope and filed in the Valuable Documents file of the organization. Their loss could prejudice the Convening Authority in any review. This envelope may be called for by any upper committee reviewing the case and is eventually sent to HCO WW when there is no longer local need of it.

REVIEW: Any Committee of Evidence. Findings and Convening Authority Endorsement may be subject to review by any upper level Committee. Review must be applied for by anyone named as an Interested Party but no other, and only if a penalty was recommended (whether endorsed or not). A Committee of Evidence for Review is convened and handled in exactly the same way as an ordinary Committee of Evidence but it cannot call new or even old witnesses or the Interested Parties. All it can do is listen to the tapes of the hearings, examine the evidence given in the original hearings and recommend to its own Convening Authority one of two things: (1) That a new Committee be convened on the site by the upper Convening Authority to examine points thought to be in question (2) That the penalty be changed. A Committee of Evidence Review can recommend to increase or decrease the penalty. In event of a Review the Convening Authority of the Committee of Review endorses the Review Findings and this new Endorsement now takes precedence over the old Endorsement and must be complied with by the original Convening Authority. Review should be rapid. An applicant for Review should understand its risk.

FALSE WITNESS: ANYONE found to be knowingly testifying falsely becomes at once an Interested Party to the hearings and may receive a penalty commensurate with that which would have been recommended for an Interested Party to that hearing.

TYPES OF BILLS: A Committee may hear any civil or criminal matter or dispute within the realm of Scientology whether the parties are connected with an organization or not. Libel, estranging marital partners, dismissals, debt, theft, mayhem, violations of Codes, deprivation of income or any dispute or harmful improper action of any kind may be heard. Plaintiffs and Defendants are alike Interested Parties in any such hearing. It is only necessary that the Convening Authority issue a Bill of Particulars on the matter. The Convening Authority should always issue a Bill of Particulars on all matters harmful to persons under his or her sphere of influence rather than attempt to independently adjudicate the matter. Anyone can call such a matter to the attention of a Convening Authority or the Convening Authority may act to convene a Committee on his or her own observation without complaint being given to the Convening Authority. Independent, off hand justice by a Convening Authority should be held to a minimum and all such subjects for such formerly independent action should be made the business of a Committee of Evidence.

SUMMARY PURPOSE:

A Committee of Evidence is convened by any major executive of Scientology (as noted above) with or without anyone filing a complaint, in order to handle any and all personal or organizational or field matters requiring justice.

FORMATION:

The Committee is composed of a Chairman, Secretary and two to five Committee Members appointed by the Convening Authority.

PROCEDURE OF COMMITTEE:

The convening authority sets out in its instruction to the Committee (Bill of Particulars) the matter to be investigated and supplies any information already available together with names of any person known to be involved or requesting justice (Interested Parties). The instruction should take the form of the St Hill Administrative Letter of May 7, 1963 reproduced in the HCO Administrative Letter of August 8, 1963.

The Committee meets as soon as possible and at times which will cause the least interference with normal work. At the first meeting the instructions and information are examined and the committee decides what further information it will require to arrive at a conclusion and what information requires confirmation. It then decides who shall be called to give evidence. The Secretary is instructed to warn witnesses and let them know when and where they will be required.

In subsequent short meetings, when witnesses appear before the committee, the Chairman should put the questions and keep them to the point. When he has completed his questions he invites other members to ask any questions they feel will help the committee. They do not *have* to ask questions and should only ask relevant questions. Finally the Chairman asks the witness if there is any more information he/she wants to give or if there is anything he/she wants to say to correct any wrong impression he/she feels the committee may have.

The Secretary takes notes of these proceedings and in addition a tape record can be made if the convening authority or Chairman considers it advisable, which it usually is,

When the Committee has assembled all the evidence it needs, it has a final meeting to prepare a report. In practice it will be found best for one member (the Chairman, the Secretary or a member appointed by the Chairman) to prepare a draft report prior to the final meeting and for the Committee to use this as a basis for discussion. The report (The Findings) should include findings and a recommendation and is sent together with the evidence and any tapes to the convening authority.

ACTIONS OF CONVENING AUTHORITY:

From the evidence and findings the Convening Authority judges whether or not the evidence is complete and if the findings and recommendation are in keeping with the evidence. He assumes that the Committee has done its job thoroughly and unless there is a blatant apparent miscarriage of justice, he endorses the Findings and instructs an appropriate executive to carry out the recommendations and how to publish the matter.

If however the recommendations include the dismissal of a Continental Director, HCO Continental See, Assoc or Org See or an HCO Area See, the Findings must be confirmed by HCO WW.

If suspension or cancellation of a Scientologist's certificates is recommended this must also be referred to HCO WW before promulgation.

When a case is complete the papers must be sent to HCO WW.

Finally, if anyone feels aggrieved by the Findings of a Committee the aggrieved person may have the case reviewed by the next higher authority, but should be apprised of the risk. If after review they are still aggrieved they can have the case reviewed by HCO WW and thence to L. RON HUBBARD.

L RON HUBBARD

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[Added to by HCO P/Ls 11 November 1963
and 24 February 1965 on page 545.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 SEPTEMBER AD 13

HOD Continental Secretaries
Continental Directors
Assn/Org Secs
HOO Area Secs
District Officers

CONCERNING COMMITTEES OF EVIDENCE

To Key Scientology Officers:

I call your attention to HCO Policy Letter of 7 September, AD 13 COMMITTEES OF EVIDENCE.

Please USE this arrangement for ALL demands, offenses and offenders. Use it liberally and begin at once on all outstanding cases. Dismiss any Ethics Committees. Cease to use any independent disciplinary actions you would ordinarily undertake and use Committees of Evidence instead.

You will find it relieves you of considerable worries and disposes of long outstanding business.

This has been developed by experiment and actual use to a very excellent form as outlined in full in HCO Pol Letter of 7 September, AD13. It works. Scientologists accept it where they have never accepted any other means of orderly justice.

I have never been able to give you all the help and authority your job required, yet you have to handle an awful lot of sometimes unruly people and bad claims and offenders. And your own humanitarian instincts often get in the way of common discipline. I know mine do. Yet people who don't do their jobs or upset others need curbing so that they do not wreck the lives of others. You have these problems all the time. I have seen a bad risk cost a half a dozen people their jobs and happiness. We often do not protect our people from such and we should.

I have now used Committees of Evidence in four messy situations, two of them technical, two domestic, and in each case complete and orderly results were obtained.

I need to strengthen your hand and position. The best way I can do that is advise you to use Committees of Evidence in all matters of claim and discipline.

As an executive you very often are sorely troubled by such problems. You have no time to fully hear all that could be said. You very often have to act on snap judgement. You can easily be accused of only favoring the last person who talked to you. In these and other ways your time, effectiveness and reputation may suffer.

Stop worrying yourself over the "unfairly dismissed staff member" or the discipline you were forced to recommend. Instead, use the Committee of Evidence system, get at the whole truth, get all sides heard and do what's recommended by the Committee-and you'll have justice, control over your people and better protection for them.

A staff dismissal is a grim thing. Suspension of certificates is a dreadful blow. Bad auditing may be catastrophe for a pe. Let's be awfully sure when these and lesser things are done that we (1) Did all we could to prevent the original crime by maintaining good discipline in the first place and (2) Acted only on the full heard truth of the matter and (3) Provided against future bad occurrences. The Committee of Evidence system does all these.

I have searched all about trying to help you hold your posts and get the job done. And the most effective contribution I can make to you personally as a key officer of Scientology is the Committee of Evidence system. I do not infer you have done badly at all. But I don't know how you survived and got your job done without it.

So study it well and use it effectively in all matters of claims and discipline and you and all Scientology will be a lot happier for it.

Read the Summary of the 7 Sept AD13 Policy Letter. It is not nearly as complicated as it sounds.

Best regards,

LRH:jw.rd
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RON
L. RON HUBBARD
Executive Director

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 NOVEMBER AD 13
(Addition to Pol Ltr of Sept. 7, AD 13)

CenOCon
Franchise
Field

COMMITTEES OF EVIDENCE

An existing Committee of Evidence precludes the demand for the convening of a Committee of Evidence by Interested Parties to the original Committee of Evidence.

Such evidence normally belongs in the existing Committee of Evidence and should be heard by it.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 FEBRUARY 1965

Remimeo
Franchise

**ADDENDUM TO HCO POLICY LETTER OF SEPTEMBER 7, AD 13
SCIENTOLOGY FIVE - JUSTICE - COMMITTEES OF EVIDENCE -
SCIENTOLOGY JURISPRUDENCE, ADMINISTRATION OF**

If the Convening Authority is given reason to believe that a Committee of Evidence as appointed is not energetic in its activities, or if evidence exists that it is suppressing evidence, or if the prevailing mood of the Committee appointed seems to the Convening Authority to be slack and negligent or biased without evidence in favour of or against the interested parties, or if the Committee of Evidence begins witch hunting beyond the scope of its directive from the Convening Authority, or if the Committee of Evidence in the face of clear fact seems prone to overlook actual guilt or seems to be condoning crimes of a high nature, the Convening Authority may cause the Committee Members each one to undergo examination for crimes of similar nature at the hands of a newly appointed officer, but in this case any crimes so discovered if amounting to the level of felony in Scientology shall become the subject of a Committee of Evidence as the evidence obtained by the newly appointed officer by any means may not be considered to have been obtained under the Auditor's Code but under the heading of Justice. The Convening Authority may then convene a new Committee of Evidence to try the offending member or members of the original Committee as well as the interested parties originally under question.

A higher level Convening Authority may convene upon a lower echelon executive, who had the power to have convened a Committee of Evidence who did not in the face of clear-cut need, a Committee of Evidence. In such a case the Bill of Particulars shall allege "Negligence in Justice" and name the lower level authority as the interested party. The Committee appointed must look for any undisclosed crimes or other omissions committed by the Interested Party so named.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 7 MARCH 1965
Issue 11

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HCO (DIVISION 1)

JUSTICE

CERTIFICATE CANCELLATION

Cancellation of Certificates and Awards is done only for the reasons announced departure from Scientology to set up some splinter group, or setting up a splinter group, or merely announcing a departure from Scientology (but not by reason of leaving an org, a location or situation or death), or for committing one or more Suppressive Acts (see HCO Pol Ltr of 7 March 1965).

Enrolment in or employment by, or direct knowing assistance to, a group antagonistic to Scientology or seeking to suppress Scientology, or enrolment in a group following some other divergent path after Certification in Scientology brings about a cancellation of Certificates, earned or honorary, and all classifications and other awards of whatever kind.

Certificate cancellation is only done for the above reasons, or committing Suppressive Acts (see HCO Pol Ltr 7 March 1965, Issue 1). All other offenses where they concern certificates, awards and classification changes are handled by suspension of certificates, classification or awards or reduction to a lower certificate or award by Committees of Evidence. Other punishments may be recommended by a Committee of Evidence than those relating to status.

Cancellation requires no Committee of Evidence for obvious reasons (the person not usually available as an interested party in the case of departure or high crimes).

Cancellation may be recommended by any HCO Secretary or any Committee of Evidence.

Only the Chairman of the International Board may finally cancel certificates and awards, being the issuing authority, although cancellation is recommended by HCOs or Committees of Evidence.

Any recommendation for cancellation of certificates or awards must be accompanied by actual evidence of announced departure from Scientology or departure or the committing of a Suppressive Act.

Recourse from cancellation may be had by the accused or punished person or group applying to the nearest Convening Authority for a Committee of Evidence to be held on the subject. Such a Committee may only hear evidence that the report of departure and related reports, or reports of Suppressive Acts, were true or false (see HCO Pol Ltr of 7 March ' 1965, Issue 1). Such a Committee of Evidence follows the usual procedures and forwardings but must be convened if requested.

A request for recourse must be requested within one month of receipt of notification of cancellation and must be addressed to the nearest HCO Secretary.

HCO ACTION

To cancel any one certificate, certificates or awards, or to cancel all certificates and awards, an HCO Secretary takes the following steps:

1. Receives direct evidences of departure from Scientology such as Suppressive Acts, the person's announced intention to depart from Scientology, demand of refunds; accusations of fraud; accepting treatment from a splinter group; dependency on other mental or philosophic procedures than Scientology (except medical or surgical) after certification, classification or award; resignation of all certificates, classifications and awards (but not posts or positions or locations); discovery of theft or espionage for another group or government; public accusations or condemnations of Scientology by the person or group; or similar data indicating hostility to Scientology, as outlined in Suppressive Acts (**HCO Pol Ltr** of 7 March 1965, Issue I).
2. Carefully ascertains the correctness of the information.
3. Writes a letter of recommendation to the Chairman of the International Board as follows:

To: L. Ron Hubbard

From: HCO Secretary

Subject: Cancellation of Certificates, Classifications and Awards of (+person's name in capitals).

I request cancellation of the Certificates, Classifications and Awards of (person's name or group name in capitals) for the following reasons:

(a) (giving all circumstances. Keep to provable facts and do not engage in slanderous or critical remarks.)

I have investigated the evidence and find it correct to the best of my knowledge and belief.

Signed

HCOSecretary

4. A copy of the letter is at once posted on the public bulletin board and the original sent by fastest mail to Saint Hill.
5. Should the situation vanish and the person recant while the letter is en route, a cable or wireless should be sent to Saint Hill withdrawing the letter.
6. The HCO Secretary who requested it receives a letter from the Chairman to be delivered to the person, stating the cancellation as a fact.
7. If the situation has vanished before the letter is delivered to the person, does not deliver it but returns it to Saint Hill.
8. Enters a copy of the Saint Hill letter in the local Justice files, posts a copy on the local public bulletin board, files another copy in the person's local CF file, has an entry made in the Certificate log and other pertinent records. (Saint Hill publishes the announcement under Legal Notices in The Auditor.)
9. Sends the cancellation letter on to the person.
10. Waits one month for any request for recourse under which a Committee of Evidence would have to be convened.
11. Gets the Committee convened or considers the matter ended, one month being the limitation of time in which the person could request a Committee of Evidence. No suit or punishment may be served or given to any HCO personnel for the above procedure. regardless of the Committee Findings.
12. The HCO Secretary tries to recover the actual Certificates, Classifications and Awards after the month period or the Committee has met and confirmed. This is not vital, but something should be attempted like a letter requesting them or a

reward to anyone who can obtain them and forward them all to HCO. Rendering such null and void includes reporting their cancellation to the public of the person's area and informing any caller or enquirer interested in the person of the fact for as many years as the person takes no steps to gain new Certificates.

It is quite obvious by experience that few, if any, persons departing Scientology have clean hands. They commit continuous overts and therefore can't gain under processing. They have gone, usually, and would not be available for a Committee of Evidence if one were called to gather evidence and so using Committees of Evidence in Cancellation cases just burns up time.

If we are to escape eventual pressure to limit this to a Committee of Evidence type crime, we must (a) be sure of our facts and (b) commit no flagrant injustices in using it.

By posting before it is done, the HCO Secretary can usually halt any widespread damage and often bring the person to his senses. HCO errors in posting cannot bring about any reprimand of HCO personnel or award of damages.

If the person comes to his or her senses before the final letter from Saint Hill is delivered, then do the following:

- A. Tell the person to stop committing present time covert overts so he or she can get a case gain.
- B. Require a letter from the person to all persons of any group or any dissidents influenced by the person to the effect that the person's action in committing Suppressive Acts or in departing Scientology was in error and [stating] any self discreditable motivations, but not because of "no case gain", and promising the group or influenced people that the person writing will cease to commit continuous present time overts, and try to mend his or her ways. Any person duped or sexually wronged, or any group deluded by the offender, must also receive a full written apology, any reasonable recompense for damages and/or full refund of any sums charged by the offender in his act of duplicity. None of these letters or confessions may contain assertions blaming others, auditors or Scientology.
- C. Order some effective Division 2 (Training and Processing) retraining or processing at the person's expense but not wildly beyond his ability to pay.
- D. Make a note in the person's CF folder of the incident and file all papers and a report in Justice files, as such cases often repeat, having secret vices or committing covert hostile acts to "solve their environment" rather than processing-in short they have other solutions they think work, always anti-social.
- E. If at some future date the person comes to the HCO Secretary's attention and seems to be doing well and getting case gains, the fact is noted in the Justice files and in the CIF folder of the person, but no such entry should be made within weeks or months.

The same exact procedure is followed *when the person whose certificates, etc, have been cancelled wants to be restored to grace* except E. In this case it is

E One: Enrol the person in the Academy HAS Course to start all over again, if the D of T will have him or her, inform the Chairman at Saint Hill and note the fact in the local Justice files and the person's CF folder.

Repeating the substance of it, departures from Scientology result from continuing overts which stall case gains; the action of departure is met by cancellation of all certificates, classifications and awards; the offense of departure from Scientology falls outside Committees of Evidence and amnesties.

LRH:ml.cden

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L RON HUBBARD

HUBBARD COMMUNICATIONS OF
Saint Hill Manor, East Grinstead, Su

HCO POLICY LETTER OF 7 MARCH
Issue III

Gen Non-Remirneo
Post Org Public
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HCO (DIVISION 1)
JUSTICE
OFFENSES & PENALTIES

These are the penalties we have always more or less used, and these are the offenses which have been usually considered offenses in Scientology.

Formerly they were never written down or routinely enforced, there was no recourse, and these lacks made staff members uncertain of their fate. They knew something happened but not why. They knew certain things were frowned on but not how much or little. The penalties were suddenly administered without warning as to what they would be or for what offense.

This then is a Code of Discipline which we have almost always more or less used, made plain for everyone to see, with limits against over-punishment and recourse for those who are wronged.

Accordingly this Code of Offenses and their penalties becomes firm and expressed policy.

Lack of specified offenses, penalties and recourse brings everyone to uncertainty and risk at the whim of those in command.

There are four general classes of crimes and offenses in Scientology. These are **ERRORS, MISDEMEANORS, CRIMES AND HIGH CRIMES.**

1. **ERRORS.** Errors are minor unintentional omissions or mistakes. These are auditing "goofs"; minor alter-is of tech or policy; small instructional mistakes; minor errors or omissions in performing duties and admin errors not resulting in financial loss or loss of status or repute for a senior.

Errors are dealt with by corrections of the person, reprimand or warnings by seniors.

Certificates, Classifications and Awards may not be cancelled or suspended or reduced for an Error. The offender may not be transferred or demoted or fined or suspended for Committing an Error. No Committee of Evidence may be convened because of an Error.

Repeated corrections, warnings or reprimands by a senior can, however, bring the repeated error offenses into the category of Misdemeanor.

2. **MISDEMEANORS.** These are non-compliance; discourtesy and insubordination; mistakes resulting in financial or traffic loss; commissions or omissions resulting in loss of status or the punishment of a senior; neglect or gross errors resulting in the need to apply the Emergency Formula to their person, section, unit, department, organization, zone or Division; knowing and repeated departures from standard technology, instructional procedures or policy; continued association with squirrels; abuse or loss or damage of org materiel; waste of org materiel; waste of funds; alteration of senior policy or continued ignorance of it; consistent and repeated failures to wear their hat regarding Dev-T; refusing an E-Meter check; refusing auditing when ordered by a higher authority; disturbing a course or class; disrupting a meeting; the discovery of their having an undisclosed criminal background in this lifetime; the discovery of an undisclosed tenure in a mental hospital; processing a known Trouble Source or the family or adherents of a Suppressive Person or Group; omissions resulting in disrepute or financial loss; inadequate or declining income or traffic in a section, unit, department, org, zone or Division; assisting the inadequacy or decline of income or traffic in a section, unit, department, org, zone or Division; failure to acknowledge, relay or comply with a direct and legal order from an executive staff member; Auditor's Code breaks resulting in a disturbance of the preclear; failure to follow the Instructor's Code resulting in disturbed students; contributing to a crime;

failure to appear before a Committee of Evidence as a witness or interested party when personally given summons or receiving summons by registered post; refusing to testify before a Committee of Evidence; showing contempt or disrespect to a Committee of Evidence when before it; destroying documents required by a Committee of Evidence or refusing to produce them; withholding evidence; false swearing on a signed statement or form; impeding Justice; refusing to serve on a Committee of Evidence; refusing to vote while a member of a Committee of Evidence; misconduct; issuing data or information to wrong grades or unauthorized persons or groups or issuing data or information broadly without authority.

Such offenses are subject to direct punishment by order and for a staff member the punishment is the assignment of a personal condition of emergency for up to three weeks and for an executive staff member the assignment of up to a three months personal condition of emergency.

Personal conditions of emergency reduce pay or units one third for the period assigned.

Recourse may be had by requesting a Committee of Evidence for return of pay but not damages.

The same offenses may be used for a Committee of Evidence but not both a Committee and punishment by direct order-one or the other.

However if any of these offenses become the subject of a Committee of Evidence the penalty for a misdemeanor may be increased to include suspension of a single certificate and/or classification (but no more) or a minor demotion or transfer, but not dismissal. None of these offenses may be made the subject of dismissal by direct order or Committee of Evidence.

Persons may not be dismissed for misdemeanors. Nor may any certificates, classifications or awards be cancelled.

Non staff or field or franchise Scientologists committing those of the above (except org) offenses applicable may have a Committee of Evidence convened on them.

Where serious, repeated or of magnitude harmful to many, the same offenses can be re-classed as Crimes by a Convening Authority.

3. **CRIMES.** These cover offenses normally considered criminal. Offenses which are treated in Scientology as crimes are theft; mayhem; harmful flagrant and continued Code Breaks resulting in important upsets; non-compliance with urgent and vital orders resulting in public disrepute; placing Scientology or Scientologists at risk; omissions or non-compliance requiring heavy intervention by seniors consuming time and money, with Dev-T; failure or refusal to acknowledge, relay or execute a direct legal order from an International Board Member, or an assistant board member; being or becoming a Potential Trouble Source without reporting it or taking action; receiving auditing wiffle a Potential Trouble Source; withholding from local Scientology executives that he or she is a Potential Trouble Source; failing to report a Potential Trouble Source to local HCO; organizing or allowing a gathering or meeting of staff members or field auditors or the public to protest the orders of a senior; being a knowing accessory to a Suppressive Act; using a local Scientology title to set aside the orders or policies from the International Board; following illegal orders or illegal local policies or alter-is, knowing them to be different or contradictory to those issued by the International Board; not directly reporting flagrant departures from International Board policy in a section, unit, department, org, zone or Division; being long absent from post while a senior executive without advising the board member of his or her division; permitting a section, unit, department, or zone or Division to collapse; not taking over as a deputy in a crisis not otherwise being handled; passing org students or pes to outside auditors for private commission; using an org position to build up a private practice; taking private fees while on staff to audit outside pcs, run private courses, coach or audit students or org pcs; embezzlement; taking commissions from merchants; reselling org materiel for private gain; using an org position to procure personal or non-Scientology funds or unusual favours from the public, a firm, student or pc; impersonating a Scientologist or staff member when not authorized; inciting to insubordination; instigating a local power push against a senior; spreading destructive rumours about senior Scientologists; pretending to express a multiple opinion (use of "everybody") in vital reports, which could influence assistant board or board decisions; not reporting the discovery of a Crime or High Crime to Saint Hill while in authority or as a member of a Committee of Evidence or as a witness before a Committee of Evidence; refusal to accept penalties assigned in a recourse action; refusal to uphold

discipline; getting another staff member disciplined by giving false reports about him or her; overworking an executive by ignoring one's duties; falsifying a communication from higher authority; falsifying a telex message or cable; causing a staff member to lose prestige or be disciplined by giving false reports; seeking to shift the blame to an innocent staff member for the consequences of one's own offenses; protecting a staff member guilty of a Crime or High Crime listed in this code; stealing or seducing another's wife or husband; committing offenses or omissions that bring one's senior staff member, unit, department, org or zone official to personal risk and/or a Committee of Evidence, civil, criminal or court; wilful loss or destruction of Scientology property; making out or submitting or accepting false purchase orders; juggling accounts; illegally taking or possessing org property; causing severe and disreputable disturbances resulting in disrepute; obtaining loans or money under false pretenses; condoning circumstances or offenses capable of bringing a course, section, unit, department, org, zone or Division to a state of collapse; holding Scientology materials or policies up to ridicule, contempt or scorn; heckling a Scientology Instructor or lecturer; falsely degrading an auditor's technical reputation; impersonating an executive staff member; pretending Scientology certificates, classifications or awards not actually held to obtain money or credit; selling auditing hours or training courses for advance which are not then delivered as to hours and time in training (but not results or subject matter); using Scientology harmfully; not bringing a preclear up through the grades but overwhelming the preclear with high levels; processing or giving aid or comfort to a Suppressive Person or Group; knowingly using Scientology to obtain sexual relations or restimulation; seducing a minor; neglect or omission in safeguarding the copyrights, registered marks, trade marks, registered names of Scientology; issuing the data or information or instructional or admin procedures without credit or falsely assigning credit for them to another; issuing any Scientology data under another name; condoning the suppression of the word "Scientology" in its use or practice; allying Scientology to a disrelated practice; neglect of responsibilities resulting in a catastrophe even when another manages to avert the final consequences.

Crimes are punished by convening Committees of Evidence and may not be handled by direct discipline. Crimes may result in suspension of certificates, classifications or awards, reduction of post, or even dismissal or arrest when the crime clearly warrants it. But such penalties may not be assigned by direct discipline. Certificates, Classifications or Awards may not be cancelled for a crime.

4. **HIGH CRIMES.** These are covered in HCO Policy Letters March 7, 1965, Issues I and 11, and consist of publicly departing Scientology or committing Suppressive Acts.

Cancellation of Certificates, Classifications and Awards and becoming fair game are amongst the penalties which can be leveled for this type of offense as well as those recommended by Committees of Evidence.

A reward system for merit and good performance also exists.

L. RON HUBBARD

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CANCELLATION OF FAIR GAME: The practice of declaring people FAIR GAME will cease. FAIR GAME may not appear on any Ethics Order. It causes bad public relations. This P/L does not cancel any policy on the treatment or handling of an SP. (From HCO PIL 21 October 1968-Volume 1, page 489.)

COMMITTEE OF EVIDENCE (COMM EV): A fact finding body composed of impartial persons properly convened by a Convening Authority which hears evidence from persons it calls before it, arrives at a finding and makes a full report and recommendation to its Convening Authority for his or her action. (From HCO P/L 7 September 1963, *Committees of Evidence* -Volume 1, page 539.)

[The above Policy Letter has been added to by HCO P/L 12 July 1971, Issue 111, *Offenses and Penalties-Addition*, and HCO P/L 29 July 1971, *Issue III, Penalties for the Hiring or Recruiting Of Institutional or Insane Persons*, the latter being modified by HCO P/L 21 July 1972, Issue IV, *Staff Qualification Requirements for Hiring Cancelled*, in the Year Books.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 DECEMBER 1965
(Replaces HCO Policy Letter of 7 March 1965,
Issue 1. This was originally misdated as
I March 1965)

Gen Non-Remimeo
Post Public
Bulletin Board

(HCO Division 1)
ETHICS

SUPPRESSIVE ACTS

**SUPPRESSION OF SCIENTOLOGY AND SCIENTOLOGISTS
THE FAIR GAME LAW**

Due to the extreme urgency of our mission I have worked to remove some of the fundamental barriers from our progress.

The chief stumbling block, huge above all others, is the upset we have with POTENTIAL TROUBLE SOURCES and their relationship to Suppressive Persons or Groups.

A POTENTIAL TROUBLE SOURCE is defined as a person who while active in Scientology or a pc yet remains connected to a person or group that is a Suppressive Person or Group.

A SUPPRESSIVE PERSON or GROUP is one that actively seeks to suppress or damage Scientology or a Scientologist by Suppressive Acts.

SUPPRESSIVE ACTS are acts calculated to impede or destroy Scientology or a Scientologist and which are listed at length in this policy letter.

A Scientologist caught in the situation of being in Scientology while still connected with a Suppressive Person or Group is given a Present Time Problem of sufficient magnitude to prevent case gain, as only a PTP can halt progress of a case. Only ARC Breaks worsen it. To the PTP is added ARC Breaks with the Suppressive Person or Group. The result is no-gain or deterioration of a case by reason of the suppressive connection in the environment. Any Scientologist, in his own experience, can probably recall some such cases and their subsequent upset.

Until the environment is handled, nothing beneficial can happen. Quite the contrary. In the most flagrant of such cases the Scientologist's case worsened and the Suppressive Person or Group sent endless reports to press, police, authorities and the public in general.

Unless the Potential Trouble Source, the preclear caught up in this, can be made to take action of an environmental nature to end the situation one has a pc or Scientologist who may cave in or squirrel because of no case gain and also a hostile environment for Scientology.

This policy letter gives the means and provides the policy for getting the above situation handled.

A Potential Trouble Source may receive no processing until the situation is handled.

A Suppressive Person or Group becomes "Fair game".

By FAIR GAME is meant, may not be further protected by the codes and disciplines of Scientology or the rights of a Scientologist.

The families and adherents of Suppressive Persons or Groups may not receive processing. It does not matter whether they are or are not Scientologists. If the families or adherents of Suppressive Persons or Groups are processed, any auditor doing so is

guilty of a misdemeanor. (See HCO Policy Letter of 7 March 1965, Issue 11.)

A Potential Trouble Source knowingly permitting himself or herself or the Suppressive Person to be processed without advising the auditor or Scientology authorities is guilty of a crime. (See HCO Policy Letter of 7 March 1965, Issue 11.)

SUPPRESSIVE ACTS

Suppressive Acts are defined as actions or omissions undertaken to knowingly suppress, reduce or impede Scientology or Scientologists.

Such Suppressive Acts include public disavowal of Scientology or Scientologists in good standing with Scientology Organizations; public statements against Scientology or Scientologists but not to Committees of Evidence duly convened; proposing, advising or voting for legislation or ordinances, rules or laws directed toward the Suppression of Scientology; pronouncing Scientologists guilty of the practice of standard Scientology; testifying hostilely before state or public inquiries into Scientology to suppress it; reporting or threatening to report Scientology or Scientologists to civil authorities in an effort to suppress Scientology or Scientologists from practising or receiving standard Scientology; bringing civil suit against any Scientology organization or Scientologist including the non-payment of bills or failure to refund without first calling the matter to the attention of the Chairman at Saint Hill and receiving a reply; demanding the return of any or all fees paid for standard training or processing actually received or received in part and still available but undelivered only because of departure of the person demanding (the fees must be refunded but this Policy Letter applies); writing anti-Scientology letters to the press or giving anti-Scientology or anti-Scientologist evidence to the press; testifying as a hostile witness against Scientology in public; continued membership in a divergent group; continued adherence to a person or group pronounced a Suppressive Person or Group by HCO; failure to handle or disavow and disconnect from a person demonstrably guilty of Suppressive Acts; being at the hire of anti-Scientology groups or persons; organizing a splinter group to use Scientology data or any part of it to distract people from standard Scientology; organizing splinter groups to diverge from Scientology practices, still calling it Scientology or calling it something else; calling meetings of staffs or field auditors or the public to deliver Scientology into the hands of unauthorized persons or [persons] who will suppress it or alter it or who have no reputation for following standard lines and procedures; infiltrating a Scientology group or organization or staff to stir up discontent or protest at the instigation of hostile forces; 1st degree murder, arson, disintegration of persons or belongings; mutiny; seeking to splinter off an area of Scientology and deny it properly constituted authority for personal profit, personal power or "to save the organization from the higher officers of Scientology"; engaging in malicious rumormongering to destroy the authority or repute of higher officers or the leading names of Scientology or to "safeguard" a position; delivering up the person of a Scientologist without defense or protest to the demands of civil or criminal law; falsifying records that then imperil the liberty or safety of a Scientologist; knowingly giving false testimony to imperil a Scientologist; receiving money, favours or encouragement to suppress Scientology or Scientologists; sexual or sexually perverted conduct contrary to the well being or good state of mind of a Scientologist in good standing or under the charge of Scientology such as a student, a preclear, a ward or a patient; blackmail of Scientologists or Scientology organizations threatened or accomplished-in which case the crime being used for blackmail purposes becomes fully outside the reach of Ethics and is absolved by the fact of blackmail unless repeated.

Suppressive Acts are clearly those covert or overt acts knowingly calculated to reduce or destroy the influence or activities of Scientology or prevent case gains or continued Scientology success and activity on the part of a Scientologist. As persons or groups that would do such a thing act out of self interest only to the detriment of all others, they cannot be granted the rights and beingness ordinarily accorded rational beings and so place themselves beyond any consideration for their feelings or well being.

If a person or a group that has committed a Suppressive Act comes to his, her or their senses and recants, the HCO Secretary:

- A. Tells the person or group to stop committing present time overts and to cease all attacks and suppressions so he, she or they can get a case gain;

- B. Requires a public announcement to the effect that they realize their actions were ignorant and unfounded and stating where possible the influences or motivations which caused them to attempt to suppress or attack Scientology; gets it signed before witnesses and published broadly, particularly to persons directly influenced or formerly associated with the former offender or offenders. The letter should be calculated to expose any conspiracy to suppress Scientology or the preclear or Scientologist if such existed;
- B (1). Requires that all debts owed to Scientology organizations are paid off;
- C. Requires training beginning at HAS at their expense if Division 4 (Training and Processing) will have the person or the group members;
- D. Makes a note of the matter with copies of the statement and files in the Ethics files;
- E. Informs the Chairman at Saint Hill and forwards a duplicate of the original copy which shows signatures.

Any Potential Trouble Source owing money to any Scientology organization is handled the same as any other Scientologist. Failure to discharge a financial obligation becomes a civil Ethics matter after normal, within-org avenues of collection have been exhausted.

Any PTS who fails to either handle or disconnect from the SP who is making him or her a PTS is, by failing to do so, guilty of a Suppressive Act.

Civil Court action against SPs to effect collection of monies owed may be resorted to, as they are Fair Game.

Until a Suppressive Person or Group is absolved, but not during the period when the person requests and has a Committee of Evidence, or an amnesty occurs, no Scientology Ethics other than this HCO Policy Letter applies to such persons, no Committee of Evidence may be called to punish any Scientologist or person for any offenses of any kind against the Suppressive Person except to establish in cases of real dispute whether or not the person was suppressing either Scientology or the Scientologist.

The homes, property, places and abodes of persons who have been active in attempting to suppress Scientology or Scientologists are all beyond any protection of Scientology Ethics, unless absolved by later Ethics or an amnesty.

Such persons are in the same category as those whose certificates have been cancelled, and persons whose certificates, classifications and awards have been cancelled are also in this category.

The imagination must not be stretched to place this label on a person. Errors, misdemeanors and crimes do not label a person as a Suppressive Person or Group. Only High Crimes do so.

A Committee of Evidence may be called by any Convening Authority who wishes more concrete evidence of efforts to suppress Scientology or Scientologists but if such a Committee's findings, passed on, establish beyond reasonable doubt Suppressive Acts, this Policy Letter applies and the person is fair game.

Outright or covert acts knowingly designed to impede or destroy Scientology or Scientologists is what is meant by Acts Suppressive of Scientology or Scientologists.

The greatest good for the greatest number of dynamics requires that actions destructive of the advance of the many, by Scientology means, overtly or covertly undertaken with the direct target of destroying Scientology as a whole, or a Scientologist in particular, be summarily handled due to the character of the reactive mind and the consequent impulses of the insane or near insane to ruin every chance of Mankind via Scientology.

POTENTIAL TROUBLE SOURCE

A Scientologist connected by familial or other ties to a person who is guilty of Suppressive Acts is known as a Potential Trouble Source or Trouble Source. The history of Dianetics and Scientology is strewn with these. Confused by emotional ties, dogged in refusing to give up Scientology, yet invalidated by a Suppressive Person at every turn they cannot, having a PTP, make case gains. If they would act with determination one way or the other-reform the Suppressive Person or disconnect, they could then make gains and recover their potential. If they make no determined move, they eventually succumb.

Therefore this Policy Letter extends to suppressive non-Scientology wives and husbands and parents, or other family members or hostile groups or even close friends. So long as a wife or husband, father or mother or other family connection, who is attempting to suppress the Scientology spouse or child, or hostile group remains continually acknowledged or in communication with the Scientology spouse or child or member, then that Scientologist or preclear comes under the **family** or *adherent* clause and may not be processed or further trained until he or she has taken appropriate action to cease to be a Potential Trouble Source.

The validity of this policy is borne out by the fact that the US government raids and other troubles were instigated by wives, husbands or parents who were actively suppressing a Scientologist, or Scientology. The suppressed Scientologist did not act in good time to avert the trouble by handling the antagonistic family member as a suppressive source or disconnect fully.

Disconnection from a family member or cessation of adherence to a Suppressive Person or Group is done by the Potential Trouble Source publicly publishing the fact, as in the legal notices of "The Audito?" and public announcements and taking any required civil action such as disavowal, separation or divorce and thereafter cutting all further communication and disassociating from the person or group.

Unwarranted or threatened disconnection has the recourse of the person or group being disconnected from requesting a Committee of Evidence from the nearest Convening Authority (or HCO) and producing to the Committee any evidence of actual material assistance to Scientology without reservation or bad intent. The Committee must be convened if requested.

Before publicly disconnecting, the Scientologist would be well advised to fully inform the person he or she accuses of Suppressive Acts of the substance of this policy letter and seek a reform of the person, disconnecting only when honest efforts to reform the person have not been co-operated with or have failed. And only then disconnecting publicly. Such efforts should not be unduly long as any processing of the Potential Trouble Source is denied or illegal while the connection exists and a person not actively seeking to settle the matter may be subjected to a Committee of Evidence if processed meanwhile.

The real motives of Suppressive Persons have been traced to quite sordid hidden desires-in one case the wife wanted her husband's death so she could get his money, and fought Scientology because it was making the husband well. Without handling the wife or the connection with the woman the Scientologist, as family, drifted on with the situation and the wife was able to cause a near destruction of Scientology in that area by false testimony to the police and government and press. Therefore this is a serious thing-to tolerate or remain connected to a source of active suppression of a Scientologist or Scientology without legally disconnecting the relationship or acting to expose the true motives behind the hostility and reform the person. No money particularly may be accepted as fee or loan from a person who is "family" to a Suppressive Person and therefore a Potential Trouble Source. There is no source of trouble in Scientology's history greater than this one for frequency and lack of attention.

Anyone absolved of Suppressive Acts by an amnesty or a Committee of Evidence ceases to be fair game. Anyone found guilty of Suppressive Acts by a Committee of Evidence and its Convening Authorities remains fair game unless saved by an amnesty.

This Policy Letter is calculated to prevent future distractions of this nature as time goes on.

RIGHTS OF A SUPPRESSIVE PERSON OR GROUP

A truly Suppressive Person or Group has no rights of any kind as Scientologists and actions taken against them are not punishable under Scientology Ethics Codes.

However a person or group may be falsely labelled a Suppressive Person or Group. Should the person or group claim the label to be false, he, she or they may request a Committee of Evidence via their nearest HCO. The executive with the power to convene a Committee of Evidence must do so if one is requested for recourse or redress of wrongs.

The person or representative of the group labelled Suppressive is named as an Interested Party to the Committee. They attend it where it convenes.

The Committee must pay attention to any actual evidences that the person or group that is accused of being suppressive may produce particularly to the effect of having helped Scientology or Scientologists or a Scientologist and if this is seen to outweigh the accusations, proof or lack of it, the person is absolved.

Any knowingly false testimony, forgeries or false witnesses introduced by the person or group accused of being suppressive can result in an immediate finding against the person or group.

Any effort to use copies of the testimony or findings of a Committee of Evidence called for this purpose or holding it to scorn in a civil court immediately reverses any favourable finding and automatically labels the person or group suppressive.

Failing to prove guilt of Suppressive Acts, the Committee must absolve the person or group publicly.

If the findings, as passed upon by the Convening Authority, demonstrate guilt, the person or group is so labelled as a Suppressive Person or Group.

RECOURSE OF A POTENTIAL TROUBLE SOURCE

A person labelled a Potential Trouble Source and so barred from receiving auditing, may request a Committee of Evidence of the nearest HCO as recourse if he or she contests the allegation.

The Committee of Evidence requested must be convened by the nearest Convening Authority.

If evidences of disconnection are given or if the alleged Suppressive Person or Group is clearly and beyond reasonable doubt shown not to be guilty of Suppressive Acts or is shown clearly to have reformed, the Committee of Evidence findings and the Convening Authority must remove the label of Potential Trouble Source from the Scientologist and the label Suppressive Person or Group from the suspected person or group.

But should the former Potential Trouble Source's state of case show no gain after reasonable time in processing, any executive of Division 4 (Training and Processing) may order a new Committee of Evidence in the matter and if it and its Convening Authority reverse the former findings, the labels are applied. But no auditor may be disciplined for auditing either during the period between the two findings.

RECOURSE OF AN AUDITOR

An auditor disciplined for processing a Potential Trouble Source or a Suppressive Person or a member of a Suppressive Group, may request a Committee of Evidence if he can persuade the Potential Trouble Source and the Suppressive Person or a representative of the Suppressive Group to appear before it.

The auditor so requesting may also have named as an Interested Party or Parties with himself the person or persons who supplied the information or misinformation concerning his actions.

No damages or costs may be borne by or ordered by a Committee of Evidence in cases involving Potential Trouble Sources or Suppressive Persons or Groups.

When the Potential Trouble Source or Suppressive Person or Group representative fails to appear before a Committee of Evidence on a Bill of Particulars labelling persons as Potential Trouble Sources or Suppressive Persons or Groups at the published time of its convening, the Bill of Particulars stands as proven and the Convening Authority is bound so to declare.

EVIDENCE OF DISCONNECTION

Any HCO Secretary may receive evidences of disconnection or disavowal or separation or divorce and, on finding them to be bona fide, may publicly announce them on a public board and legal notices in "The Auditor".

The HCO Secretary must place copies of such evidences in the EtIlics file and in the CF folders of all persons named in them.

The disconnecting person then ceases to be a Potential Trouble Source.

The procedure for a recanting Suppressive Person or Group is outlined above.

EVIDENCES OF SUPPRESSION

It is wise for any Scientologist, HCO Secretary or Committee of Evidence in matters concerning Suppressive Acts to obtain valid documents, letters, testimonies duly signed and witnessed, affidavits duly sworn to and other matters and evidences which would have weight in a court of law. Momentary spite, slander suits, charges of Scientology separating families, etc, are then guarded against.

If matters concerning Suppressive Acts are given good and alert attention, properly enforced, they will greatly accelerate the growth of Scientology and bring a new calmness to its people and organizations and far better case gains where they have not heretofore been easy to achieve.

Preclears with present time problems, ARC broken with associated but Suppressive Persons will not obtain case gains but on the contrary, may experience great difficulty.

Observance of these facts and disciplines can help us all.

L. RON HUBBARD

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[This 23 December reissue changed *Justice* to *Ethics*, and Division 2 (earlier Org Board numbering system) to Division 4, and added B(1) and the three paragraphs following Ej

[Note: See HCO P/L 21 October 1968, Cancellation of Fair Game, and HCO P/L 15 November 1968 which removes disconnection as a condition, on page 489.1

[See also HCO P/L 9 August 1971, Issue 111, *Operation Staff Stability and Personal Security-High Crime Additions*, and its second revision of 8 January 1972, same title, in the Year Books.)

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 MARCH 1965
Issue 11

General Non Rernimeo

HCO (DIVISION 1)

JUSTICE

FAIR GAME LAW

ORGANIZATIONAL SUPPRESSIVE ACTS

THE SOURCE OF THE FAIR GAME LAW

The reason a democracy or any wide open group eaves in lies in its extending its privileges of membership to those who seek to destroy it.

The idiocy of doing so is plain. When a person announces he is no longer part of a group, he has rejected the group. He has also rejected its codes and rules. Of course he has also rejected the protection to which he was entitled as a group member.

Democracy always faces this problem and so far never solved it. The constitution of the US permits people to refuse to testify if it would incriminate them (5th Amendment). Yet it sits by in courts letting people who are pledged to overthrow the government yet use their privilege to invoke the 5th Amendment. Idiocy is the right word for it. It does not make sense to extend the protection of the group to the person seeking to destroy the group. That's like encouraging a disease.

Hence we have a Fair Game Law.

If a group member rejects the group, he rejects everything about the group and no further question about that. Certainly there is no question in his or her mind of salvaging or helping the group. Why should the group then seek to extend its protection over him unless it wants to defy its first right: that of survival.

So, in Scientology, anyone who rejects Scientology also rejects, knowingly or unknowingly, the protection and benefits of Scientology and the companionship of Scientologists. If the person never was a member of the group or if the person had been a member of it, the result is the same.

A suppressive person, wishing to work more damage, is the first one to cry for the protection of Justice.

We have the weird humanoid situation of the ex prime minister of England having to go to court to defend his election against a Communist whose first principle is the destruction of the British Government and Courts.

We have many modern instances of this.

At last dismayed at the havoc made, a government goes savage and wipes out the rights of its citizens in order to get at a few criminals. Thus even the government betrays its people at last if it has not mastered the principle that he who rejects the group also rejects everything about the group.

Scientologists deserve protection from psychotics and criminals, from suppressive persons and covert or overt acts. Scientology protection is getting more and more real and within a year or two will be quite adequate for anyone.

Now if we carry forward the deadly disease of stupidly refusing to recognize, when somebody wants to do us in, that we must at least refuse to help him do it, someday Scientology Orgs will start reducing various rights of Scientologists to decent treatment and fair play.

Any reduction we may have experienced already stems from efforts to bring order when faced with suppressive conduct. Lacking methods and limits everyone becomes fair game. Thus let us fix the matter up before it upsets our forward progress.

A person who publicly rejects the group is no longer a member of the group.

ORGANIZATIONAL SUPPRESSIVE ACTS
(HCO Pol Ltr Mar. 1, 1965 extension)

Students or pes who seek to resign or leave courses or sessions and refuse to return despite normal efforts, become suppressive of that course or organization and cease to have the rights of its protection or assistance. If they can be brought to recant after causing public commotion the procedure given in HCO Pol Ltr Mar. 7 1965 Issue 11 A to E is applicable.

HCO is at once called in on the matter. And although HCO, as in any case where physical disturbance is possible, may deputize any staff member or members temporarily to assist, no Division 2 staff may assist further than following the instructions of the HCO personnel to restrain or fetch the person or persons and stand by while HCO carries out the required steps.

It should be remembered however that course and session blows result from technical failures and the more ordinary action is to catch the ARC Break early and to handle the ARC Break.

Where a staff member or executive publicly resigns in protest or with intent to suppress HCO may act at once with steps A to E, HCO Pol Ltr Mar. 7, 1965 Issue II.

In neither case, may certificate cancellation or the Fair Game Law be invoked unless the student or pc blow or the public resignation also includes a threat to leave Scientology.

No publication as per B where no threat to leave Scientology is included may go further than the group which witnessed the matter, but in this case it must be published on their public bulletin board for three days and no longer.

L. RON HUBBARD

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[Note: See HCO P/L 21 October 1968, Cancellation of Fair Game, and HCO P/L 15 November 1968 which removes disconnection as a condition, on page 489.]

[See also HCO P/L 9 August 1971, Issue 111, Operation Staff Stability and Personal Security-High Crime Additions, and its second revision of 8 January 1972, same title, in the Year Books.]

HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 MARCH 1965

Issue III

Gen Non-Rernimeo

HCO (DIVISION 1)

JUSTICE HAT

ADMINISTERING JUSTICE

There are some things to firmly keep in mind when you have to use HCO's Justice function:

1. Only the criminally inclined desire a society in which the criminal is free to do as he pleases.
2. Only the criminally inclined are frightened enough of Justice to protest and complain that it exists.
3. Without order nothing can grow or expand.
4. Justice is one of the guards that keeps the channel of progress a channel and not a stopped flow.
5. All reactive minds can exert pain and discomfort on a being. They demand the suppression of the good and the production of the bad. Therefore, in administering Justice, restrain just a trifle more than a bank can compel a bad action. The external threat need be just enough to make the internal pressure to do wrong the lesser of two discomforts. Judgment lies in how much external restraint to apply.
6. Decent people are in favour of Justice. Don't confuse the opinion of the majority who wish it with the snarls of the few who fear it.
7. A person who is dramatizing his criminal intent can become very angry if he is not prevented from hurting others.
8. A thetan is good. He invented a bank to keep others good. That mechanism went wrong. And that's why we're here.
9. In a session you would keep a burglar from bursting in the room and disturbing the preclear. In Scientology you keep offenders out so we can get on with our session with society.
10. Look up the person who rails against Justice most and you will have the one you have been looking for.
11. The only overt in handling Justice is not to work for the greatest good of the greatest number.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 27 MARCH 1965

Gen. Non Rernimeo
M.A.
Post B Board

**THE JUSTICE OF SCIENTOLOGY ITS USE AND PURPOSE
BEING A SCIENTOLOGIST**

The reason we have Justice Codes is to have justice. We don't want or need injustice.

When we have no codes, "justice" can be anything any authority cares to make it.

We have had too much caprice passing for justice. It is time we had justice.

Committees of Evidence work. I recall one Tech Director accused of tampering with a student. I was told he was about to be disciplined and sacked. I stopped that action and had a Committee of Evidence convened. Accurate testimony revealed the story false and the Tech Director innocent. Without that Committee he would have been ruined. I know of other instances where a Committee found the facts completely contrary to rumour. Some are guilty, most are innocent. But thereby we have justice and our necks aren't out. If a person is to keep the law, he or she must know what the law is. And must be protected from viciousness and caprice in the *name* of law. If a person doesn't keep the law knowing well what it is he or she hurts all of us and should be handled.

The enturbulence of the society around us is fantastic. There is no just civil law left, really. It is. that lawless and disorderly Condition in the society about us which makes it hard for us to work. Shortly we will be even more powerful. That power must not be lawless or we will have anarchy and dismay, enough to stop our growth.

If we have a superior law code and legal system which gives real justice to people we will swiftly flow easily over the society and everybody **win** win.

Where we fail to apply our own administration, technology and justice procedures to the society around us (let alone Scientology) we will fail.

There is too much truth in our lives not to cause a social upheaval. Therefore, let us have justice and expand into higher order, not plunge the world into darkness because our power as a group struck innocent and guilty alike.

A Scientologist must understand his own justice system. Without understanding again there will be no justice.

Already the following points need correction in the uninformed person concerning our justice.

A Committee of Evidence is not a court. It is simply a fact-finding body with legal powers, convened to get at the facts and clean up the ARC Breaks caused by rumour. When it has the truth of it, then a Convening Authority acts-but only in exact accordance with a Justice Code.

Our justice really rehabilitates in the long run. It only disciplines those who are hurting others and gives them a way to change so they can eventually win too-but not by hurting us.

A Scientologist who fails to use Scientology technology and its administrative and justice procedures on the world around him will continue to be too enturbulated to do his job.

That sounds extreme to anyone.

But if you look it over, you will find that the "power" of the "Society" and "State" is pretended and is made from an effort to *be* powerful where they actually lack power. Our situation is quite the reverse. Ours is the power of truth and we *are* capable of power as a group, having power as individuals due to processing and power of wisdom due to superior technology.

Therefore when we grant too much beingness to *their* "power" we are granting validity to a falsehood and so it recoils on us.

We are in short, knocking our own heads off by failing to use our knowledge and authority when we administer or handle our fellow man or society. It's like refusing auditing to somebody or not making it possible. It's also investing a lie with power. Society is losing ground because its "power" is based on a pack of falsehoods. We will lose ground if we empower those lies.

There's real magic to be seen here. For instance every upset we have is traceable to our not knowns or failing to apply our technology and Admin and Justice procedures to the society around us and its individuals, firms and groups.

This is worse than you think. A Scientology executive not handling Dev-T (Developed and unnecessary traffic) from a government in accordance with our Dev-T policies when it was off-line and off-policy recently caused an upset. A government official was off-policy (his own bureau's) and the Scientology executive did not follow our procedure of (a) send it back to source (b) correct the policy error and (c) inform his superiors when results were not obtained. You say, "But that's wild! Run a government by Scientology Admin." Well, all I know is that it caused trouble when we didn't.

Evidently it's not "them" and "us". It's just "us" and a false "them."

So all we have to do is to get their hats on and they're us.

Failure to take our usual justice actions on offenders against us will result in eventual chaos. What matter if they don't appear before the Committee of Evidence we convene on them? How do we know they won't? How could the Victoria Parliament ever come right if we failed to (a) Convene a Committee of Evidence (b) Follow our legal procedures?

No! they just stay "they".

Has anybody informed the F.D.A. of our amnesty? Well, did you know the F.D.A. was looking for a way out of their mess for fear we'd sue for a million? They'd drop the E-Meter case if they thought we wouldn't sue.

How do we know if we don't try?

So therefore we must use Scientology tech, Admin and Justice in all our affairs. No matter how mad it sounds, we only fail when we don't.

And therefore every Scientologist should understand his own tech, codes and procedures.
Some Scientologists believe when a Committee of Evidence is convened that they are at once suspended.

Nobody can be suspended or punished by the convening of a Committee of Evidence. It's there to find the truth. Only when its findings are submitted to its Convening Authority and where the Convening Authority acts can anyone be suspended or transferred or demoted.

Don't react to Scientology Justice as though it were "wog" law. In society's "courts" one is given the works and truth has little bearing on the findings. A mean judge or clever attorney and small legal errors decide a lot of their cases. Wog courts are like throwing dice. There is huge cost and publicity and punishment galore even for the innocent.

So we must preserve our Justice.

And use it.

That's the main lesson. If we don't use it in all questions where the truth of the matter is in doubt we'll just go on being wogs.

If we don't exhibit our science as a group and show a good example. what can we achieve?
So let's grow up to our own technology and take responsibility for it.

And wear our hats as Scientologists to the world.

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 MARCH 1965

Gen Non-Rernimeo

**JUSTICE POLICY LETTERS
CORRECTIONS**

The act of calling an Emergency Condition does not open the person, unit, section, department, org or division to any transfer, demotion or dismissal or cause a reduction of pay. The subject of the Condition must put the Emergency Formula into prompt operation and it is expected in the case of an org or portion of an org such as a division, department or section that the executive staff member, after the stage of promotion is passed in the formula will request a Committee of Evidence be convened on the staff member under him whose non-compliance or actions caused the Emergency.

Pay reduction, demotions, transfers, fines or dismissal may only be done after a Committee of Evidence and on its recommendation. There is no other way to bring about transfer, demotion, dismissal from an org or fine or reduce the pay of a staff member.

When after calling an Emergency Condition there is no improvement during a reasonable time, a Committee of Evidence must be convened.

Emergency and all other Conditions are assigned only by the Office of L. Ron Hubbard, which is a part of each HCO.

The form of issue of any conditions including Emergency is a SECED.

A Condition is cancelled by a SECED.

SECEDs are only issued by the Office of L. Ron Hubbard under the "per pro" (by and for) of the HCO Secretary or LRH Communicator in any org.

Requests for an Emergency Condition should be made to the Director of Inspections, Dept 13, Distribution Div (4) who comments and forwards them to the Office of L. Ron Hubbard. The comment of the Director of Inspections can be a recommendation for or against with any data he or she has.

Emergency Conditions are given only on OIC statistics and not by rumour or opinion.

Emergency Conditions may be issued on anyone in any portion of an org including Divisions without permission from a senior org, but may only be issued as above for reasons of declining statistics.

However no Emergency Condition may be placed on a Secretary by the org itself. This may be done only by applying to the senior org to that org or to Saint Hill.

CONVENING AUTHORITY

Only HCO's Office of LRH may now convene a Committee of Evidence or a Civil Committee of Evidence (I person satisfactory to both contestants used in disputes between Scientologists or portions of Scientology, the contestants abiding by the findings of the one person Committee).

The order to convene one is requested of the Director of Inspections (Div 4) who forwards it (or originates it) to HCO's Office of L. Ron Hubbard with comments and any statistics. No statistics are actually demanded in such a request but any available evidence is forwarded. The Bill is prepared by Dept 13 for forwarding to HCO for authority to convene.

The Authority to convene is issued by the Office of LRH in HCO, per pro ("for and by") the HCO Secretary or LRH Communicator.

The authority for a Committee of Evidence is issued by SECED. It is issued to the Director of Inspections who then handles all arrangements and actions from there up to the point of authorizing the findings. The complete record and papers, prepared, are sent to HCO's Office of LRH for final action and publication. In cases where the machinery to convene a Committee is missing, it is requested from a senior org on the same routing as above.

Publication of a Committee of Evidence findings is done by SECED of the same number that convened it. Publication is done by the Office of LRH.

The Director of Inspections (Div 4, Dept 13) takes care of all further actions and the resulting files.

The Department of Inspections, Division 4, Department 13, has the actual *administration* and *execution* of all Justice.

HCO's Office of LRH issues all *authorities* for Justice and confirms all findings of Justice and publishes results.

All guards or forces to be used in Justice (but not members of Committees of Evidence) are under the control of the Department of Promotion Div I Dept 6 and are under the orders of the HCO Secretary who may relay to them through the Department of Promotion the requirements of the Director of Inspections. Such forces may be loaned to the Dept of Inspections but remain HCO personnel.

BALANCE OF POWER

Division of Justice (HCO) has the authority and forces. Division 2 (the org itself, consisting of organization, finance and materiel) has the money and materiel. Division 3 (Service and Technical) has the technical personnel and Div 4 has the Field and "population".

All four Divisions are called the Organization as Division 2 organizes, finances and supplies them.

Justice therefore is under Division 4 in Administration, depends on Division I for authority and power and depends on Division 2 for Finance and Supplies, and uses the Technology of Division 3.

Thus it remains balanced.

Recourse from discipline or findings is requested always from the Department of Inspections who applies to HCO's Office of LRH for decision and authority and then the Department of Inspections cares for the resulting actions.

The Office of LRH need not wait on any request from anyone to issue Conditions or authorities but must advise LRH at once on doing so.

LRH may issue Conditions or authorities without request through his office or via the Director of Inspections. All such Conditions or authorities are based only on statistics but may include actions to obtain further statistics such as requesting or ordering data to be furnished to decide whether or not a Committee should be convened.

No Condition, simply by being directed, carries a penalty with it. However the declaration of a Condition for any org, division, department, section or person commands that the Formula for that Condition be followed by the org, division, department, section or person named.

The SECED declaring the Condition may not be posted on a public board or a board commonly viewed by the public, but *must* be posted on a staff board available to staff members. Copies of the SECED declaring a Condition are given to every person in the org, division, department, or section named in it or to the person.

The form of the Condition SECED is as follows below and with the usual SECED designation and seal.

CONDITION

The Condition of (Name of Condition in capitals) is declared upon
(Subject in capitals) by reasons of:

1. (give specific reasons one after next)
- 2.
3. etc.

(SECED Ending)

The form of a SECED (Secretarial Executive Director) for a Committee of Evidence is as follows below and with the usual SECED headings and designations:

COMMITTEE OF EVIDENCE

At the request of _____ (title and org) (or By the Order of LRH) the Director of Inspections, Div 4, Department 13, is to convene and attend to the speedy conduct and conclusion of a Committee of Evidence.

(Names in Capitals) are to be named as Interested Parties.

The Committee is convened to look into and bring findings on a matter of a possible (give type, Misdemeanor, Crime, or High Crime) of (give exact charge or charges very briefly from the Justice Code) for which the maximum penalty is (give maximum penalty).

The Director of Inspections is to name the Chairman and Committee and compose and serve a Bill of Particulars on the Interested Parties. He is further instructed to provide the Committee and Interested Parties with copies of the Justice Codes, Further he is to charge the Committee to find facts and absolve the Interested Parties or prove them guilty beyond,reasonable doubt, recommend any action and return all findings to HCO's Office of LRH for acceptance of findings and their publication.

L. Ran Hubbard per pro
LRH Communicator (or HCO Sec)

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 APRIL 1965

Gen Non-Rernimeo
Secretarial HATS

DIVISION I - DEPT 3

JUSTICE CODES, HCO, ORG EXECUTIVE AND DIVISIONAL SECRETARIES, JUSTICE ON, AND AUDITING OF

No Secretary, in the org meaning of the word, may be brought before a Committee of Evidence either as an interested party or a witness in their own zone or area.

. Any Secretary may be ordered before a Committee of Evidence as an interested party or witness convened in an org senior to the org in which the Secretary holds his or her post.

Secretaries of the most senior org of a continent may be ordered before a Committee of Evidence as a witness or interested party in another Continental org, not the one in which the post is held, but only by Saint Hill,

No Secretary may be named, charged or threatened with a Committee of Evidence by a staff member seeking recourse; however a Committee of Evidence may ask for a written statement from a Secretary in order to assist Justice, but only in cases of recourse and always through Saint Hill with the reasons stated.

A Secretary may not be ordered to processing by or in the org in which the post is held, but may be ordered to processing in the Saint Hill HGC but only by Saint Hill.

Secretary posts at Saint Hill may only be ordered to processing by the Executive Director.

Code breaks in auditing Secretaries are subject to a Committee of Evidence.

A Secretary being audited by an auditor may not during the same period be audited by another auditor including self.

A tape recorder may be used to record any sessions given to a Secretary but if so may only be replayed, after a dispute, by the Executive Director. Such tapes may not be erased until a grade of auditing is completed and are deposited securely in the Dept of Examinations. A Secretary may require and witness their erasure when a grade is obtained.

"Coffee-shop" auditing a Secretary is subject to a Committee of Evidence, and in this case only may the Committee be convened by and in the org to which the Secretary is posted, but in the case where the offender is another Secretary it must be convened by a Senior org.

Processes run on Secretaries may only be the standard grade processes in proper sequence and any departure is subject to a Committee of Evidence.

Secretaries without grade certificates must be audited through all grades in correct sequence with grade certificates properly qualified for and issued at each grade.

Any departures from standard auditing precautions and procedures by anyone auditing a Secretary are subject to a Committee of Evidence.

Committees of Evidence convened for any of the reasons given in this section of the Justice Codes may be convened only by a Senior Org to that in which the incident occurred or by the Executive Director. They may not be convened by or in the org to which the Secretary is posted.

Any disputes arising from this section of the Justice Codes must be referred to the Executive Director with full written statements from all disputants signed by each.

Summary reports of auditing of Secretaries must be sent to the Executive Director each month, even when solo, giving processes run, hours run, tone arm action per session average, gains, the name of the auditor and the Secretary, and place, and must be signed by the auditor.

LRH:jw.rd

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HCO POLICY LETTER OF 23 APRIL AD 15

Gen Non-Rernimeo

**ETHICS
CLARIFICATION
AUDITING OF ORG EXECUTIVES**

HCO Policy Letter of 8 April 1965 states that org executives must come up through the grades.

At this particular date many org executives are Saint Hillers with Class VI or are Prov CI VI.

These, of course, are working for their Grade VI Certificate and mostly passed through the lower grades before grade certificates existed.

Those persons who do not yet have Saint Hill training should go through the grades either before coming to Saint Hill or during their Saint Hill course.

Nothing in this policy letter however waives my right to order or run a power process on an executive whose case is not moving satisfactorily. Those working for Grade VI whose cases are moving satisfactorily may of course continue.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 MAY 1965
Issue III

Rernimeo

ETHICS
COURTS OF ETHICS

A Court of Ethics may be convened by any Ethics Officer.

Any Scientologist of the status of Officer or below may be summoned before a Court of Ethics.

The summons is issued as an HCO Ethics Order. It must state when and where the person is to appear.

A Court of Ethics is convened on matters as follows:

1. Any Misdemeanor
2. Any Crime.

High Crimes are not accorded a Court of Ethics but may be accorded an Ethics Hearing.

A Court of Ethics may direct discipline as follows:

- A. Not to be trained or processed for weeks or months.
- B. An Amends Petition be submitted.
- C. Suspension for weeks.
- D. Repayment of loans or debts.
- E. Restitution of wrongs.
- F. Damages to be paid another of an equitable sum commensurate with the loss.

EXECUTIVE COURT OF ETHICS

Convened in the same way and with the same powers and disciplines an Executive Court of Ethics is convened by the Office of LRH via the HCO Executive Secretary.

The presiding person must be at or above the; rank of the person summoned.

A Court of Ethics may not summons a Director, a Secretary or an Executive Secretary.

An Executive Court of Ethics only may be convened on a Director, Secretary or Executive Secretary.

The Executive Ethics Court is presided over by a Secretary or Executive Secretary as appointed for that one court and one purpose by the Office of LRH. via the HCO Executive Secretary.

An Executive Ethics Court may also be convened at the request of a Secretary or Executive Secretary on any staff member by requesting same of the Office of LRH via the Ethics Officer, but another is appointed to preside and there is no necessity for the Office of LRH to comply with such a request.

ETHICS HEARING

An Ethics Hearing may be convened by an Ethics Officer to obtain data for further action or inaction.

The order is issued as an HCO Ethics Order. The time and place of the Ethics Hearing is stated in the order. The purpose of the Hearing is stated.

Interested Parties are named.

An Ethics Hearing may name witnesses but not the Person's immediate superiors to appear against him in person but may consider a written statement by a superior.

An Ethics Hearing has no power to discipline but may advise on consequences.

If doubt exists in the matter of whether or not a misdemeanor or crime or suppression has occurred, it will be usual to Convene an Ethics Hearing or Executive Ethics Hearing not a Court of Ethics.

EXECUTIVE ETHICS HEARING

No one of the rank of Director or above may be summoned for an Ethics Hearing, but only an Executive Ethics Hearing, presided over by a person superior in rank. It is convened by the Office of LRH via the HCO Exec Sec. The same rank in a senior org is a senior rank.

STATISTICS

A Court of Ethics or Executive Court of Ethics is not a fact finding court.

One is convened solely on statistics and known evidence.

If adequate statistics do not exist then an Ethics Hearing or a Committee of Evidence is convened to obtain or discount evidence.

The ordinary reasons for convening a Court of Ethics would consist of

- (a) Too many reports on a person (HCO Pol Ltr I May 1965).
- (b) Observed commission of a misdemeanor or a crime.
- (c) Demand by a person's superior to handle a crime.
- (d) Debt.
- (e) Disputes between two Scientologists of similar rank.
- (f) Continuing an emergency.

NO DEMOTION, TRANSFER OR DISMISSAL

A Court of Ethics or an Executive Court of Ethics may not order transfer, demotion or dismissal. This may only be done by a Committee of Evidence duly convened.

A Court of Ethics or an Executive Court of Ethics may, however, suspend a staff member from post for a reasonable length of time. In a suspension recourse may be had and restoration of pay lost if a Committee of Evidence is convened and reverses the decision.

NO RECOURSE FROM A COURT

There is no recourse from the decision of a court legally rendered and based on statistics. If a staff member accumulates too many adverse reports or if his unit, section, department or division statistics have remained down or if a State of Emergency was continued, there is no acceptable evidence that refutes it that could be heard by a Committee of Evidence as Evidence is evidence.

PTS AND SP

Potential Trouble Sources and Suppressive Persons are not necessarily accorded a Court or a Hearing. But they may have one if they request it, but the only action will be to determine or confirm the actual status and the action is already laid down by firm unalterable policy in any case.

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Excerpt from HCOPL of 29 April 1965, BONUSES

Comm EV

N.9-Comm Ev or Court or executive may after this date *sentence anyone* to auditing.

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

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 JUNE 1966

Remirneo
All Staff

DIVISION I
DEPT OF INSPECTION AND **REPORTS**
BOARD OF INVESTIGATION

Boards of Investigation are hereby established.

CONVENING AUTHORITIES

They may be convened by the LRH Communicator The Guardian An Assistant Guardian The Advisory Council
An HCO Exec See An Org Exec Sec An HCO See The Director of Inspection & Reports

The LRH Comm (Area or Cent) may convene a Board of Investigation on Executive Secretaries or any other executive or staff member below Executive Secretary but not on the Executive Director, a Guardian or Assistant Guardian.

The Guardian may convene a board on anyone but the Executive Director.

An Assistant Guardian may convene a board with permission of the Guardian whose authority the Assistant Guardian uses.

Executive Secretaries may convene a Board of Investigation to be convened by the HCO Area Sec on any executive or staff member in their portion of the organisation but not cross-portion (i.e. the HCO Exec See may not convene a board in the Org portion and the Org Exe.p Sec may not convene a board on the HCO portion).

The Advisory Council may convene a board on an LRH Communicator and anyone else except the Executive Director and the Guardian, but not on a senior erg.

Other convening authorities may convene a board on their equals in rank or on juniors.

PURPOSE

The purpose of a Board of Investigation is: TO HELP LRH DISCOVER THE CAUSE IN ANY CONFLICT,
POOR PERFORMANCE OR DOWN STATISTIC.

COMPOSITION

A Board of Investigation is composed of not less than 3 and not more than 5 members.

A majority of the members must be senior to the persons being investigated except when this is impossible.

CONDUCT

The Board may investigate by calling in a body on the persons concerned or by sitting and summoning witnesses or principals.

FUNCTION

A Board of Investigation is a much less serious affair than a Committee of Evidence.
Persons appearing before it are not under duress or punishment.

The whole purpose is to get at the facts.

No disciplinary measure may result except for false attestation.

The Board may recommend an Executive Ethics Hearing or an Ethics Hearing if crimes or high crimes are found but may take no action on errors or misdemeanors.

False attestation before a Board must result in an Executive Ethics Hearing or Ethics Hearing.

FINDINGS

The findings of a Board of Investigation are sent to the convening authority and from this orders can be issued or the *convening authority* can request action or policy from higher authority. (The method of making policy is not changed.)

FORM

In all other ways the form of a Board, its orders, conduct and finding is the same as in a Committee of Evidence.

COMMITTEE OF EVIDENCE

A Committee of Evidence is convened on the subject of a known crime or high crime as it has come to be looked on (and is) a trial by jury, there being a charge.

A board may recommend a Committee of Evidence.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 OCTOBER 1966
Issue II

Remimeo

BOARDS OF INVESTIGATION

(Adds to HCO Pol Ltr of 4 June 1966)

A Board of Investigation may (and should) be convened any time there is an unusual improvement in an org or its statistics.

Such a Board must (a) isolate the reasons or changes which brought about the improvement; (b) draw up their findings in the form of policy or directives to pass them on to the convening authority; and (c) recommend commending any person found responsible for the improvement (the Board does not commend, it only recommends, the convening authority alone may issue the commendation).

FORM OF FINDINGS

All findings of a Board of Investigation must be phrased in terms that may be issued without change by a convening authority as a directive or, by the proper additional lines, policy.

The convening authority may alter this wording but it must be written so that it does not need to be re,-written.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 JULY 1966

Rernfineo All Staff Ethics Officer Hat Magisterial Hats Ethics Executives

EVIDENCE, ADMISSIBILITY OF IN HEARINGS, BOARDS
OR COMMITTEES

No evidence may be admitted or used in any hearing, board of investigation, committee of evidence or in any executive disciplinary action which is not:

- 1 . Written or
2. Reliably witnessed or
3. Is demonstrated beyond any doubt on a meter.

After this date no findings or sentence may be passed, considered valid or acted upon if any evidence in the case was admitted that was not valid in accordance to 1, 2 and 3 above.

L RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 AUGUST 1966

Issue 11

Rernimeo

Division 6

Division I

**CHAPLAIN'S COURT
CIVIL HEARINGS**

As many matters come before Ethics which are not properly Ethics but civil matters (i.e., between other persons), a Chaplain's Court Unit is formed in Division 6, Dept 18, as part of Section 5, The Chaplain's Section, which is formed herewith in Div 6 and abolished in Div 5.

The Chaplain is transferred to this Section and is its Section Officer.

A permanent presiding judiciary who must be a minister may be appointed called an Arbiter where activities warrant.

The Chaplain (or the permanent or part time assisting Arbiter) presides over all Court Hearings and renders judgment.

The organization of this activity is similar to any civil proceedings and may, when conditions warrant, have clerks and other personnel.

The court may charge reasonable fees and has these as its statistic.

Only Civil Matters may be heard or judged.

All Ethics matters must be referred to Ethics.

JUSTICE

Reasonably priced and easily obtained justice are requisites to any civilization.

The purpose of the Chaplain's Court Unit is to resolve matters of dispute between individuals.

Staff personnel, pes, students and Scientologists may utilize this Court Unit to resolve their own disputes or legal affairs.

Staff members may not be sued by reason of performance of their org duties, as this belongs to Ethics where such complaint may be made.

Any suit filed must be against the person who actually personally knew and damaged the individual suing by an action directed personally against the plaintiff, except for suits to remove Ethics orders.

The org, a division, department or section may only be sued to obtain restoration of status, to revoke or alter Ethics orders or obtain service which was denied such as auditing time to right an omission. The org or any part of it may not be sued for financial damages or refund.

Preliminary hearings only can be given in divorce matters at this time as these must also have state action before any such findings can be considered legal in the eyes of the state. However, separation may be found, both parties consenting.

Collection of debt and remedy in defaulting on obligation may be sought from the court.

REBUTTAL DAMAGES

If a person who is sued has reason, he can, as defendant, require damages in his rebuttal and should the suit be fallacious and found against the plaintiff such may be awarded.

COSTS

Costs may be recovered as part of damages, meaning costs of court action.

EXTENT OF DAMAGES

Any damages assigned by the Court must be reasonable and in keeping with reality.

ETHICS RELATIONS

Ethics may route civil matters to the Chaplain's Court Unit.

In return in matters of perjury or the collection of damages awarded by the Court, the Court Unit may refer the matter to Ethics.

REFUND SUITS

Suits for refund fees may not be filed as this is an Ethics matter. LRH SUITS

Suits against LRH or the Guardian, board members, executive secretaries or secretaries are not accepted by the Court.

WRONGFUL ETHICS ACTIONS

HCO may be sued in the Court for erroneous issue of an Ethics Order and for no other action. Damages requested may not exceed \$5 or an order apologizing or restoration of status.

BONUS ACTIONS

All bonus matters or disputes between or amongst Tech, Qual and Treasury or their personnel may be heard by the Court Unit.

STAFF MEMBER DISPUTES

Personal disputes between staff members even when org business is concerned may be heard by the Chaplain's Court.

FAILURE TO ABIDE

Failure to abide by a Court Finding may become an Ethics matter. JURY

When requested and allowed by the Chaplain, a jury of three persons may be chosen and used. The persons chosen must be agreed upon by both litigants.

ATTORNEYS

Anyone may act as an attorney in the Court Unit.

Professional attorneys may appear before it.

No attorney is required.

PROCEDURES

All procedures for the Chaplain's Court Unit are developed by and all magisterial appointments are made by the Chaplain in the form of Distribution Division Sec Eds. All fees are set in this manner. The Chaplain and the Court and such Sec Eds may be over-ruled only by the Guardian or an Assistant Guardian or, when ordered, standardized amongst orgs by the Org Exec Sec WW.

L RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 MAY 1968

Remimeo FO-SO

**BOARDS OF INVESTIGATION
AND COMMITTEES OF EVIDENCE,
TERMINATION OF**

Boards of Investigation and Committees of Evidence have been known to drag on endlessly.

One of the reasons they drag on is membership of the same person on two or three boards makes it impossible for boards or committees to meet at the same time.

Therefore these two policies are made:

1. A Board of Investigation or a Committee of Evidence which continues more than a week (7 days) has its membership disbanded and assigned a Condition of Non Existence. Those that conclude in findings fully accepted by the convening authority in 48 Hours have a Commendation on the members filed in their Ethics files.
2. No person may be a member on two or more Boards of Investigation or Committees of Evidence at the same time. No person may be a member of a Board of Investigation and a Committee of Evidence at the same time.

Any person who is found to have served after receipt of this Pol Ltr on two or more boards or committees at the same time shall be assigned a Condition of Liability for not knowing Ethics policy.

The full intention of this Pol Ltr is to speed justice and fact finding.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 MAY 1969

Remimeo

AN ETHICS POLICY LETTER

1. All Committees of Evidence, Boards of Investigation, Courts of Ethics and Ethics Hearings are held with the Interested Party or Parties present while evidence is presented.

This will ensure no false reports are given. The accused can confront the accusers or know the source of written evidence. Third parties can be found and handled, and true justice can be brought about.

And, as per HCO Policy Letter of 24 February 1969, JUSTICE, the value of a person is weighed against any alleged crime, even when proven.

Lt. Cmdr. Yvonne Gillham

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Mission Clear Names
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 JUNE 1969

Remimeo

BOARD OF APPEAL

Upon request an Ethics Officer should allow a person to see his own ethics file. It may do much to clean up injustice and false reports.

The ethics file may only be reviewed in the presence of the Ethics Officer and those matters found by the person to be false or unjust noted and handled accordingly by the Ethics Officer.

Lt. Cmdr. Diana Hubbard
Cs- I
From data found on the
Sea Org Clear Names Mission
for
L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 27 SEPTEMBER 1969

Remimeo
OTL Courts
of Appeal
HCO Ethics
Officers
SO Master
at Arms

APPEAL

Handling of persons requesting appeal can be quick and complete in most cases if you allow the person to say all he wishes to say in the very beginning.

Many times the appeal is not to refute a wrong finding by a Comm Ev or a Board of Investigation, but a protest at the harshness or imagined unfairness in the way the finding was presented.

This person has had much to say on the matter he is appealing for some time. He has been, or feels he has been, wronged. No one has yet gotten what he has communicated about it.

Now, he's found, or has been directed to the right terminal. For goodness sake, LET HIM TALK! If he needs some prompting in the beginning, prompt him. Don't enter a hint of an arbitrary or an additive to what he is relaying to you. If you do, you'll end up with a guy who wants you to "do something about" every wrong that was ever done to him.

So, let him talk until he has told you everything that has been bugging him about the matter for goodness knows how long.

Then,

I. ACKNOWLEDGE WHAT HE HAS SAID. Let him know you understood it all.

2. **ACKNOWLEDGE WHAT HE DID THAT WAS RIGHT.** Regardless of what he is appealing, what kind of a mess he got himself into, you'll find that he did do something right!
3. Acknowledge anyone else in the matter that was also right, with his agreement.
4. If he is satisfied, end the cycle.

Example:

1. "Thank you."
2. "Well, you were trying to do your job, weren't you!"
3. "Do you think he/she was trying to do his/her job also?" (Get his agreement as well as the agreement of the other members of the Board.)
4. "A copy of the minutes of this meeting/interview will go into your Ethics file. I don't think any further action need be taken on this matter." (Get agreement from him on this, too.)

This will usually be the end of it. He will be satisfied that he finally communicated what he had to say to the right terminal.

That, alone, is usually all that was needed in the first place.

Handle as above (utilizing 3rd Party Technology where needed) any person who feels that Ron is mad or upset with him-or was earlier and it wasn't handled terminatedly.

A broad invitation to get it handled should be issued so that those who feel this may bring it in and be heard. No such situation should needlessly persist.

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Nikki Freedman
CS-G Communicator
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 JANUARY 1970

Remimeo OTLs

OTL LAST COURT OF APPEAL

The requirements of a Court of Appeal are:

1. Membership of the Court consists of a Chairman of Officer rank, a secretary and from one to three members.
2. Members must be Ethics upstats.
3. The Chairman must be familiar with Ethics procedures and must have checked out on all Ethics policies, including those concerning third party investigations. It is preferable for all members to have checked out on these.
4. The Court's duties consist of correcting false reports, false accusations and third party activities which have been detrimental to the repute of the individual or harmful to his well being.
5. The Court may only act on *written* requests. Appellants are not to present themselves to the Court until called. Written requests for a Court of Appeal must state exactly what false report, accusation or 3rd party activity they wish to be handled and state where and when it occurred and who was concerned. Where the false report is in writing, a copy is to be attached to the request for a Court of Appeal.
6. As a Court of Appeal requires time and expense a nominal fee of £1 or 83 is to be charged. This is also to discourage frivolous or irrelevant requests. The fee is paid in advance of the case being heard.
7. All data relevant to the case is collected and received before the case is heard. This must be in documentary form and copies of such documents and all pleadings and testimony must accompany the findings.
8. If an appellant is found to be giving false data to the Court in order to clear his or her name, the case is dismissed.
9. If innocence is established beyond reasonable doubt the person may be restored to status and an order so issued. The order must contain the names of the Court members.
10. If innocence is not established beyond reasonable doubt, the Court must assign:
 - (a) An Amends project of real extent
 - (b) A processing programme.
11. Any Court member returning a person to full status without following this P/L himself may be the subject of a Suppressive Person's order for failing to protect the Org.
12. The Court proceedings must occur so as not to cause further enturbulation on Org lines. Staff members going outside of the Org to an OTL requesting a Court action on a condition just assigned are ignored until they follow correct form (OTL Office shows them a copy of this Policy Letter). Such persons are reported to the Ethics Officer of their own Org.

13. A Court of Appeal is not held until the person has taken normal recourse actions available to him in his own Org. These are-
- (a) Presenting the true facts to the accuser and requesting withdrawal of the report or accusation (done via Ethics).
 - (b) Request for an Ethics Hearing.
 - (c) Request for a Committee of Evidence.

An appellant who has not sought recourse in his own Org as above must be told what actions to take.

14. Persons in the process of a Committee of Evidence, Ethics Hearing, or conditions assignment may not petition an OTL for Court of Appeal until the action is concluded.
15. Where Ethics Orders have been issued against a person, the disclosure of one proven incorrect report in the order does not permit all of the findings to be cancelled. Each specific false report must be individually handled and cleared or not cleared.
16. The fact of a person having not been confronted with all the charges of a Comm Ev on which findings have been issued does not necessarily mean the findings are false. If such a case is raised, the Court of Appeal may only consider specific false reports, raised by the appellant and require proof of their falsity. The Court may not clear the person solely on a technical fault of procedure in an earlier Ethics action.
17. Senior Executives may not be carelessly summonsed or detained.
18. On conclusion of a Court action, a proposed Court of Appeal Order is typ~d, all documentary evidence, pleadings and testimony are attached and forwarded to Flag for approval of CS- 1 before they are issued or become effective.

Lt. Brian Livingston Cs- 1 for L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, **Sussex**

HCO POLICY LETTER OF 23 OCTOBER 1963

Franchise
CenOCon

REFUND POLICY
(Cancels HCO Pol Ltrs of October 12, 1961
and February 27, 1962)

REFUNDED MONIES

In a careful review of refunds and in the light of my own experience with persons demanding refunds, and due to two recent upsets in organizations (Australia and London) regarding refunds, the following data may be of assistance.

In 13 years involving hundreds of thousands of hours of processing and millions of dollars of income, in any organization where I was assuming direct command I have always promptly and immediately caused to be refunded every penny of the money paid by any person who was dissatisfied with his or her processing. This has been the consistent policy I myself have worked with.

In all that time I have only refunded about \$3,500.

This is due in part to ensuring a certainty of results in any HGC and working hard to make sure the pc gets results, regardless of the current style or mode of processing.

This low amount of refund is also due in part to my firm policy that persons who demand refunds may have them exactly according to the Code of a Scientologist, but that any person demanding or accepting refunds thereafter shall be refused as an HGC preclear and posted for the information of field auditors.

I have only worked then with these three policies:

1. Refund at once in full any refund demanded;
2. Work hard with tech staff to ensure good results;
3. Forbid the sale of further processing to anyone receiving a refund and make the case known to Scientologists.

It is notable that all but one refund were made to persons with histories of insanity who had been accepted unwittingly for processing.

Recently Australia was sufficiently remiss in following the Code of a Scientologist as to incur potential legal action. I did not understand why and investigated. The facts resulted in my sending a cable to the Continental Director requesting that he do the usual-Refund the money and locate the by-passed charge. The case promptly resolved. What was shocking to me is that he had not immediately refunded, whatever else he did. Of course he was absent when the incident occurred, but still his first thought on finding the matter out should have been to refund the money, not because of threatened legal action, but because **AN ORGANIZATION IS BOUND BY THE CODE OF A SCIENTOLOGIST.**

A Central Organization is as successful as it gives good technical service.

A tough refund policy injects aberrated stable data against the confusion of bad or poor technical service. A mild refund policy keeps technical on its toes.

The world of Scientology is based on ARC and held together with ARC. Bad technical and tough attitudes concerning the remedy of poor service break down this world.

My own often repeated policy to my personal staff is "Give them what they want and keep them happy." That sounds like a very indefinite policy indeed. But it makes people face up to and handle individual confusions as they occur, each on its own merits, it presupposes people are basically good and it is successful.

The more thetan you have present, the less policy you need and the better things run. Only a thetan can handle a post or a pc. All he needs is the know-how of minds as contained in Scientology. That was all he ever lacked. So, given that, sheer policy is poor stuff as it seeks to make a datum stand where a being should be. That's the whole story of the GPMs. So why not have live orgs?

Policy is only vital where agreement must exist between two or more thetans working together. Beyond that it fails. A needful policy is "We'll start work on time" since without it the org goes ragged. A useless policy would be "The registrar must always smile at an applicant" for that puts a datum where a person should be.

So there are two kinds of policies-those needed to obtain work-together ease and those which seek to put a datum instead of a being in a position. The less you have of the latter the better things will get. The more reasonable the former, the more work will be done.

A refund policy is an agreement type policy. Needful. But it must be very mild indeed or it will stand in lieu of good service.

The new policy then is:

- I. Refund any fees when and as demanded whether for training or for processing;
2. Refuse further and all future training or processing to anyone demanding a refund as the condition of refund;
3. If (2) is not acceptable to the person demanding the refund, then do all possible to smooth out the case or training situation;
4. Count only on high technical results in the HGC and Academy to inhibit or reduce demands for refunds.

L. RON HUBBARD

LRH:jw.rd

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Gen
Non-Rernitneo
HCO Exec Sec
Org Exec Sec
HCO Area Sec

HCO POLICY LETTER OF 31 JULY 1966

REFUND NOTICE

It is **IMPORTANT** that every *posted scale* of fees and every *rate card* bear the following notice prominently displayed at the bottom:

**FEES PROMPTLY REFUNDED TO
ANY DISSATISFIED STUDENT
OR PRECLEAR**

The full regulation of this is not varied except that no Grade VI or VII fee will be refunded as this is the student as his own auditor and is his own responsibility which is somewhat beyond our control in some cases.

The person requesting refund must sign a guarantee that he will not further undertake or apply for training or processing from any org or auditor and even if later reinstated may not ever enroll for Grades VI and VII

The reason for this is that our rate cards and boards attract attention from the press and by adding this line their story goes sour on them.

We only refund the current fee paid and orgs never refund private auditor fees but may help recover them from private auditors.

DO NOT OMIT THIS ACTION.

Junk all rate cards that do not carry it or stamp or type it on them while ordering new.

L RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 AUGUST 1966

P'ernirnco

REFUND ADDITION

(Adds to HCO Policy Ltr of
31 July 1966, Refund Notice)

TIME LIMITATION

No refund may be applied for successfully after three months from the end of the last service rendered.

This means that a refund applied for three months after the end of an intensive's last auditing session or last day of attendance on a course may **NOT** be granted. **MEMBERSHIP REFUNDS**

There are no membership refunds of any kind as refund policy applies to service and as membership holders usually have already realized discounts.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 FEBRUARY 1969
Issue 11

Ltd. Non
Reminiec,
Execs
Exec secs
Legal Chiefs
Guardian's Offices

LEGAL

STANDARD WAIVER

Before any person receives a refund, the Legal Chief in the org concerned should get him or her to sign a waiver in this form:

L JOE BLOW, having requested a refund of ;C for services

rendered, within three months after such services have been given, hereby agree by way of consideration, upon receipt of such refund, to waive any further rights I may have as a Scientologist and to take no legal action against L. Ron Hubbard, any person or Scientology organization in respect of or arising out of any Scientology course or other service rendered before this date, and in full understanding that I may not again be processed or trained.

C.B.B. Parselle Legal Chief WW Jane Kember The Guardian WW (Policy Review Section) Jim Keely Qual See WW Vic Ueckermann HCO Area See WW Ad Council WW Rodger Wright LRH Comm WW Mary Sue Hubbard Controller WW for L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 5 FEBRUARY 1970
Issue 11

Remimeo
All Orgs
All SHs (Cancellation of SP Declaration for Refund)

Cancels & amends former issue of same date & title

**SCIENTOLOGY REFUNDS
WRIT OF EXPULSION AND WAIVER**

As part of the published Code of Reform, any parishioner requesting a refund for Ministerial training or counselling actually received or received in part and still available but undelivered only because of departure of the person requesting, is hereafter issued a Writ of Expulsion, in substitution for an SP declaration.

Handling Of

A Writ of Expulsion is handled administratively as were SP Orders when they were issued. This is covered by HCO Pol Ltr 7 June 1965, ENTHETA LETTERS AND THE DEAD FILE, HANDLING OF, and the addition HCO Pol Ltr of 25 Sept 1965.

Briefly, it is handled as follows:

The Ethics Officer or HCO Area See issues the Writ of Expulsion and Waiver. He informs the parishioner requesting the refund of the recourse steps, including **Steps A to E**. He then has him read and sign the Waiver.

His folders are filed in the Deadfile. The Writ of Expulsion is stamped with the Entheta stamp. This is the usual "Entheta to Central Files to Ethics Deadfiles" stamp.

Central Files handles per policy by replacing the person's file with a Dummy stamped "Entheta" and sends the file folder to Ethics Deadfile.

Addresso types "Writ of Expulsion" on the person's plate and puts it in the Deadfile drawer.

The Writ and any folders then go back to Ethics as before. Ethics sends a copy of the Writ to other orgs.

Ethics makes out cards and sends to other orgs, even though they received the Writ of Expulsion, in case the person shows up in another area, at which point Ethics has full data on the person and acts accordingly.

Data regarding any parishioner requesting a refund of offerings must always be sent to Legal.

Dianetic refunds are covered in HCO Pol Ltr of 23 May 1969, DIANETIC CONTRACT, and are handled exactly as per that Policy.

The Form

The following is the only waiver and Writ of Expulsion to be used for any parishioner requesting and receiving a refund of his donations to Scientology. When the waiver is signed, the Writ of Expulsion is issued in the form as shown below.

TO: Those Concerned

DATE:

FROM: HUBBARD COMMUNICATIONS OFFICE

SUBJECT: WRIT OF EXPULSION

(Name), parishioner, of (address), no longer being in agreement with or willing to support the stated aims of Scientology as evidenced by a request for Refund of his offerings made to the Church, is on this date duly expelled from The Church of Scientology of California.

He may not receive spiritual counselling or training in any Church of Scientology until he has performed an act of contrition and availed himself of recourse to re-enter the Church. The first such recourse is: "FIND OUT WHO YOU REALLY ARE."

TO: Those Concerned

DATE.,

FROM: HUBBARD COMMUNICATIONS OFFICE

SUBJECT: WAIVER AND WRIT OF EXPULSION

I, (name), no longer being in agreement with the stated aims of the Church of Scientology nor considering that I can benefit from its ministrations, request refund of offerings I have made to the Church.

I agree, by way of consideration, upon receipt of such refund, to waive all rights I may have as a Scientologist and to take no legal actions against L. Ron Hubbard, any person or Scientology Organization, in respect to or arising out of any Scientology course or other service rendered before this date and in full understanding that I may not again obtain spiritual counselling or training from any Church of Scientology and that this document is formal notification to me of my expulsion from The Church of Scientology of California.

I further understand that such expulsion is not without recourse, such recourse being initiated by an Act of contrition, and I am fully informed as to what this recourse entails.

Signed

Date:

Witness:

All Scientology refunds are handled per this Policy.

Mary Sue Hubbard
Controller
for
L. RON HUBBARD
Founder

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[Amendments were minor corrections of text,
shown in this *type style*. /

HUBBARD COMMUNICATIONS OFFICE
(Issued from Washington)

HASI LONDON

POLICY LETTER OF 26 JULY 1957

To All Staff
Bulletin Board

FUNDS OR FAVORS RECEIVED

Any funds or favors received from persons outside the HASI London by any staff member by reason of his connection with HASI London or Scientology must be reported in writing to the HCO Secretary.

This includes cash, loans, dinners, loans of vehicles, quarters, clothing or presents.

There is no restriction in receiving such items but it shall be deemed cause for instant dismissal if the report of such favors is not so made.

This includes all outside auditing done by a staff member for which pay is received.

The intention of this policy is to tighten the security of the HASI as it moves into the possible sphere of government contracts.

L. RON HUBBARD
Agent for Great Britain

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 21 MARCH 1965

General Non-Rernimeo
Post Staff Boards
HCO Sec Hat
Sthil Scn Staff

**STAFF MEMBERS
AUDITING OUTSIDE PCS**

It is expressly forbidden that executives or staff members of Scientology Orgs (which of course include Saint Hill) audit for pay any outside pes while employed on staff in any organization anywhere in the world.

To do so with orgs on proportionate pay robs your fellow staff member.

Two executives have been relieved of post in the past two years for permitting this practice in their orgs.

If one has pes they should be turned over to the org.

If staff works hard, pay, particularly under new promotion programmes, is very adequate. Pay only becomes inadequate when policy is out. To keep pay up, keep policy in.

Staff Auditors may only audit family and friends 8 hours per week without pay. This is the original rule, to save them from demands on their free time. This is sometimes interpreted wrongly as permission to audit 8 hours for fee. It is not so applicable. They must not receive pay for those 8 hours.

Just think what you would do in Scientology if I started working for pay outside orgs. Things would get really upset and, as proven by the slump all orgs take whenever I move about or take time off (it just happened again), we need all of us on the team. When I have audited pcs for pay, ever since there have been orgs, I have turned over every cent to the org I was in-they were just org pcs even when they applied to me. (I haven't offered to audit anyone for years but it would still be done that way today if I did.)

Failure to report instances where the outside auditing policy is violated is also reprehensible.

If you don't have enough money, do your job well enough to put all of us in clover. That's how I do it. Try it if you need extra money. It works.

L RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 27 FEBRUARY 1961

Staff B Board
Do not re-mimeo

OUTSIDE PCS OF STAFF MEMBERS

It would be wise to have all staff members who do 8 hours of private auditing per week to report to HCO, the names and addresses of such PCs.

In security check the matter of private processing should also be checked.

L RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 MARCH 1965

Remirneo

**EXCERPTS FROM HCO POLICY LETTER OF NOVEMBER 9,1964
AND NOVEMBER 26,1964 (REVISED) FOR STAFF HATS**

STAFF MEMBER LOANS

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

STAFF REGULATIONS

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

REPORTING OF UNUSUAL FAVOURS

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

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 JANUARY 1966

Rernimeo
Dist Staff
Students

**REGULATIONS FOR AUDITING OF STAFF
ANDSTUDENTS**

In HCO Pol Ltr of 24 May 1965 Student Guide to Acceptable Behaviour, it states under # 15, "Do not give any processing to anyone under any circumstances without direct permission of the Course Supervisor (Emergency Assists excepted)", and 4 16, "Do not receive any processing from anyone under any circumstances without the express permission of the Course Supervisor" (now D of T).

In HCO Pol Ltr of I April 1960 Regulations for Staff Members and Ex-Staff Members, # 2, "Any Staff Member of the organization may not audit any current preclear or student unless that preclear or student has been signed up for processing in the Hubbard Guidance Centre by the Registrar and has been assigned the auditor by the Director of Processing" (now HGC Admin).

These policies are still in effect. Any Staff Member, student or Interne requiring an assist or Review (unless an Emergency) must notify their Dept Head who arranges with Qualifications Div, Dept of Review for an assist to be given if the Dept Head deems it necessary.

The only exception is the Clearing Course Student who is handled entirely by the Clearing Course Supervisor and may not be audited, sent to Review, or given an assist (except in an Emergency like an Injury) by anyone. The Clearing Course Supervisor is notified if a Clearing Course student is having difficulty with their case at home, at work, etc and the Clearing Course Supervisor handles it.

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HUBBARD SCIENTOLOGY ORGANIZATIONS

THE CHURCHES OF SCIENTOLOGY

CONTACT YOUR NEAREST SCIENTOLOGY ORGANIZATION

UNITED STATES

ADVANCED ORGANIZATION

Church of Scientology
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of Los Angeles (AOLA)
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SAINT HILL ORGANIZATION

Church of Scientology
American Saint Hill
Organization (ASHO)
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PUBLICATIONS ORGANIZATION

Church of Scientology
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4833 Fountain avenue,
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Austin, Texas 78705

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DETROIT

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28-30 West 74th Street
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1318 2nd Avenue
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ST. LOUIS

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3730 Lindell Boulevard
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WASHINGTON, D.C.

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MEXICO

Instituto de Filosotia Aplicada
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UNITED KINGDOM

ADVANCED ORGANIZATION/ SAINT HILL

Hubbard College
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SOUTH AFRICA**LOCAL CHURCHES****BULAWAYO**

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57 College Lane
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99 Polly Street
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PORT ELIZABETH

Church of Scientology
2 St. Christopher's
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224 Central House
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724 Inkerman Road
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