

*TO THE READER:*

Scientology is a religious philosophy containing pastoral counseling procedures intended to assist an individual to gain greater knowledge of self. The Mission of the Church of Scientology is a simple one-to help the individual achieve greater self-confidence and personal integrity, thereby enabling him to really trust and respect himself and his fellow man. The attainment of the benefits and goals of Scientology requires each individual's positive participation, as only through his own efforts can he achieve these.

This is part of the religious literature and works of the Founder of Scientology, L. Ron Hubbard. It is presented to the reader as part of the record of his personal research into Life, and should be construed only as a written report of such research and not as a statement of claims made by the Church or the author.

Scientology and its sub-study, Dianetics, as practiced by the Church, address only the spiritual side of Man. Although the Church, as are all churches, is free to engage in spiritual healing, it does not, as its primary goal is increased knowledge and personal integrity for all. For this reason, the Church does not wish to accept individuals who desire treatment of physical illness or insanity, but refers these to qualified specialists in other organizations who deal in these matters.

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We hope the reading of this book is only the first stage of a personal voyage of discovery into the positive and effective religion of Scientology.

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*Date* \_\_\_\_\_



*The*  
**Organization Executive  
Course**

AN ENCYCLOPEDIA OF SCIENTOLOGY POLICY

By  
**L. Ron Hubbard**

FOUNDER OF DIANETICS AND SCIENTOLOGY

HCO  
DISSEMINATION  
DIVISION

2

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Note: At time of publication of this volume new developments of the Organizing Board are in progress, some of which affect Division 2. The Registrar invoicing line is restored; Mimeo is returned wholly to Division 1, Addresso to Division 2; printing (internal by offset and external via Printer liaison) comes wholly under the Department of Promotion in Division 2. Several 1970 and 1971 key policies covering these developments have been included in this volume, however a full coverage of this evolution is to be found in policies post-1969 which is later than the scope of the OEC divisional volumes. -Editors

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER  
OF 7 JANUARY 1964

Assoc Secs  
HCOs Dept Heads

**GRADIENT SCALE OF PERSONNEL PROCUREMENT**

The following is the text of an HCO Bulletin issued October 26, 1956, by L. Ron Hubbard.

It is hereby re-issued as a policy as it should be well known and used in all orgs. It is the basic pattern for all org procurement. It should be well learned by all procurement executives and they should follow this pattern in instructing their personnel and in the administration of their departments.

Any filing system, letter writing system, address system and any other procurement system should be aligned around this basic pattern and designed to carry out these purposes.

An orderly org procurement line is vital. It is secondary only in importance to tech effectiveness and service.

**GRADIENT SCALE OF PERSONNEL PROCUREMENT**

During the last six years of Dianetics and Scientology organisation, it has been discovered that the orderly administration of procurement of people directly co-ordinates and establishes the size and progress of Dianetics and Scientology, and directly establishes, rather than influences, the income level of central organisations.

The backbone of procurement consists of keeping accurate files and records, and keeping them in an orderly state. The Registrar or Registrars are most vitally concerned with the central files themselves, and central files should therefore be monitored entirely by the Registrar. (See HCO Bulletin containing the Organisational Health Chart.) Executive management should concern itself primarily with the smooth handling by personnel of these communication lines, terminals and files, since the ability of the organisation to continue depends completely upon the smooth and accurate handling and execution of these various units.

It will be found that a very small operation would combine several of these functions, but, in a large central organisation, it is necessary that the last four of these classifications be handled by separate persons and departments, monitored the while by executive supervision, to guarantee the smooth flow of this data.

The following categories and actions are not for casual study; they are for indoctrination of personnel, which should include their complete understanding of the reasons and purposes and actions contained in these classifications. The following list should be as well known as some basic Scientology data, because it is the third dynamic inflow and outflow of the organisation.

**CATEGORY I: INQUIRIES.** By inquiries, we mean "persons who inquire". Inquiries come from people answering advertisements, by people who have heard of Dianetics or Scientology from other people, and who then inquire, and (the weakest classification in inquiries) referred names, by which is meant names which are simply referred to the organisation as being interested. The optimum inquiry is the person inquiring, himself, in person, at the central organisation; the next most important is the person writing a letter to the central organisation, and the next most important is persons sending in inquiry post cards cut from advertisements or issued in P.E. or Basic Courses in the field.

What does one do with these people? One sells them books. It is vital that, while they may be given information on three or four books, any sales approach or sales letter or literature should stress only one book: the book they should now read. A flier or advertisement for the book is included in the letter, which, in the best operation, would be a personal letter. In other words, one sends these people a personal letter, and sends them with that a flier about one book. The person's attention is thereby not dispersed on to several things that he could do, and the decision, in essence, has been made for him.

What do we try to do with these people? We try to sell them books. While these

people may also buy, immediately, training or processing, in the main they buy books, as we have discovered. Until they have bought a book, they remain in an inquiry classification, and if they do not reply to three mailings, we then strip them from our lists. Therefore, it is necessary that any file which carries such names should be annotated any time anything is sent to them, and the file itself should be dated.

By placing a piece of carbon paper back of the address, name and date line, and placing under the carbon paper a large file card, when the letter replying to inquiry is written, one achieves a date and thus can strip files of aged names. The inquiry file should be frequently co-ordinated against the book order file, and thus brought into a state of present time.

**CATEGORY II: BOOK ORDERERS.** By "book orderers" is meant persons who have ordered books. It may be discovered, from cards placed in books in book stores, that someone has already bought a book. This person is not, then, when he sends in this card, an inquiry; he is a book orderer.

This file includes cards sent in by people who have bought books in book stores, the book order sheets including the ordering letter from the shipping department, and letters from people who write in and say they have read certain books. In some instances, it may be found that these people have listened to many tapes or have ordered tapes, and therefore tape orderers are included in book orderers.

What do we do with these people? We sell them processing. Even though we try to sell them more books and tapes, we still concentrate on selling these people processing from the central organisation. The fact of buying one book makes a person a "book orderer".

**CATEGORY III: PRECLEARS.** "Preclears" are persons who have been processed at any organisation office or in the field.

Anyone who has been processed is therefore classified in the Registrar files as "Preclear". The acquisition of lists of people who have been processed is relatively simple, but must be worked upon. Lists of people are obtained through testing, providing the central organisation grades the tests (in which case, in the collection of preclear lists, it would actually pay the central organisation to correct the tests at some very low fee or no fee from the field) or from new systems to be originated.

Anyone who has been processed anywhere, then, is a preclear, and is included in the Registrar files under the heading, "Preclear".

What do we do with a "Preclear"? We sell him training.

**CATEGORY IV: STUDENTS.** Anyone who has ever been trained in the field or in organisational schools is classified as a "student".

The classification is understood to mean people who would come up to professional practice level, and does not necessarily include Basic Course or Advanced Course students.

What do we do with a student? We sell him the idea of maintaining groups, selling memberships and Basic Courses. We make him a field auditor.

**CATEGORY V: FIELD AUDITOR.** Anyone who is active in the field, professionally, is classified as "field auditor".

Lists of field auditors are obtained from membership lists, training enrolment lists, and certification files in general.

We keep the field auditor sending in such lists of people, thus creating "Inquiries". Thus the action becomes circular.

## **USES OF CLASSIFICATION**

These five classifications give us the graduating scale of action for our various activities.

Each one of these classifications is a *fait accompli*. An Inquiry is a person who has inquired; a Book Orderer is a person who has ordered books, etc.

The action here is quite simple. If we have an *Inquiry*, we then sell the *Inquiry* a publication. If the person buys a publication, he is no longer an Inquiry, he is a *Book Orderer*. If a person is a Book Orderer and exists in our files as having bought a book, regardless of any further action in selling him books, we then sell him processing. A person who is known to have had processing, now a *Preclear*, we then sell him training. A person who is a student in our files, having been trained, we then classify as a *Student*, but we urge him to become a *Field Auditor* in the widest sense of that activity.

Now, the following would be incorrect. We get a list of preclears from somewhere, and we try to sell them Processing. While we could do this, and really in a minor way should do this, it will be discovered however that they are now ready to buy training. Thus, obtaining a list of prelears is a statement to us and an action for us to start selling training to them. We may find it also possible or necessary to first sell them something else-such as books-but we keep trying to sell them training.

The entire system will be found to be circular. A Field Auditor provides, if he is active, Basic Course certificates, associate memberships, and lists of people who are buying books from him. It is indicated that we must urge Field Auditors to give basic courses of one kind or another, and to sell them books, and we should make it very attractive to him by giving every possible discount and service, so that he will get them into further courses and issue to them basic course certificates (the holding of a basic course certificate does not make a "student", but only a "book orderer"). Therefore, by making these people active, they provide us with lists which are Inquiry or Book Orderer.lists. If we receive inquiry lists from them, which do not detail whether or not they have bought books, we treat them as Inquiries, and to these lists we then sell single books. When we have been successful in this, these people of course become Book Orderers, and to Book Orderers we *always* sell processing. When they have been processed, either in the field or by the central organisation, they are included in the "Preclear" category, and to the "Preelear" category we *always* sell central organisation *training*.

### **POLICY**

Our policy is to so rotate files as to continually provide new spheres of action for the central organisation as per this list. An additional policy is not to distribute any more information packages, since these attempt to sell too many items, and thus we disperse the interest of the person. *We hit, each time, with one item or type of item only, as indicated above.* This should not inhibit our continuing to sell a book orderer books, or a Preclear category processing, but it should point our interest to the next classification, whenever we have anyone in any of the above classifications.

### **THE ROLE OF ADVERTISING**

It has been discovered that book ads do sell books, but that ads relating to the efficacy of Scientology or invitations to come in for processing or training are intensely neglected.

The entire health of the organisation depends, in the final analysis, upon the distribution of books through book stores and through auditing groups. This has been found over six years to produce by far the bulk of persons for us. Thus, this whole system more or less depends upon the distribution of books out to the public. Word of mouth promotes book orders; advertisements about books promote inquiries about Scientology in general.

Standing above this list, we must remember, is the entire population of Earth, and by following this circulatory type of dissemination, we will gradually extend our dissemination to include this target.

### **RESPONSIBILITY FOR FILING**

The responsibility for the neatness and good order of all files anywhere falls ultimately upon the executive management of any organisation. Below that level, files are under the immediate authority of the Registrar, since preclears and students produce the greatest revenue and dissemination of the subject. But this does not mean that inquiry files and book orderer files should not be at the disposal of other persons in the organisation, who should work in close harmony with the Registrar upon such files, and who should in their own spheres take responsibility for the neatness and good order of these files.

### **APPROPRIATION**

It will be seen at once that the accuracy and neatness of the filing systems alone makes possible the exercise of skill by the persons in charge of the various divisions of this list. Therefore, money spent on keeping neat and accurate and up-to-date files is money extremely well spent. This is second only to money spent on the writing and typing of personal letters and sending them to the persons to be graduated up one step on this list.

LRH:jw.rd

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L. RON HUBBARD, October 26,1956.

Re-issued by Peter Hemery  
HCO Org Supervisor WW

Authorised by L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

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Members  
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HCO POLICY LETTER OF 21 JANUARY 1965

REVISED 5 APRIL 1965

**VITAL DATA ON PROMOTION**

Successful orgs, good dissemination, a salvaged planet, require the following basic things:

1. Workable Technology. This means something to offer that is desirable and will be received by individuals in the public body.
2. Good execution of the technology. This means holding a constant of application without variation in how it is done from person to person or place to place. This outlaws at once all squirrelling and individual variations *even when they are good* for they bring about an inconstant of execution and this can wipe out technology, leaving one with nothing to promote and a dead end of all spread of technology. Hence, no articles in magazines giving different points of view. Hence, no officially authorized books giving variant methods. Even if they were good, it would halt all promotion and end freedom for the planet.
3. Accumulation of the identities of persons. This is done by getting lists of names, by personal contact, etc. But however it is done, it is totally the accumulation of identities.
4. Offering those identities something they will buy, a book or a service.
5. Delivering what is offered.

That is all there is to successful promotion. There are a thousand ways to do (3) the accumulation of the identities of persons and (4) offering these identities something they will buy, so promotion looks complex. It is not.

*Successful* promotion means *continuing*. One cannot continue to promote as per (3) accumulation of the identities of persons, and (4) offering these identities something they will buy, unless (1) workable technology, (2) good execution of the technology, and (5) delivering what is offered, *are* in place.

However, (1) workable technology, (2) good execution of the technology and (5) delivering what is offered, can be wholly in place without any world beating a path to the better mousetrap maker. By the nature of the bank, collective opinion is always derogatory or bank, this being the one thing held in common by all. So the group ignores the good and embraces the bad. Thus the appeal must be to the individual for his *personal* use. And even then one always has to do (3) accumulation of the identities of persons, and (4) offering those identities something they will buy. No matter how good (1) workable technology, (2) good execution of the technology and (5) delivering what is offered, are, (3) accumulation of the identities of persons, and (4) offering those identities something they will buy, must always be vigorously executed continually. There is no coasting along on yesterday's steam. All tomorrows require today's heavy promotion.

We call (1) Technology, (2) Good Service and (5) Ethics. We call (3) Dissemination and (4) Salesmanship. (3) Dissemination and (4) Salesmanship are really promotion. But all five must exist for promotion to be successful.

So that is *all* there is to promotion.

One contacts people by any media including word of mouth, ads, rumors, etc. In (3) Dissemination, it is enough to accumulate names and addresses of persons who have been contacted.

In (4) Salesmanship, one effectively offers these individuals something they can and will buy-service, status increased potential, anything they will buy.

In (5) Ethics, one delivers what is offered.

If you just remember that's all there is to promotion, you will be very successful.

Therefore you:

- (a) *Never* seek public or group repute or collective bank. You do not do "good will" advertising or just try to get the name about. You only accumulate identities as per (3) Dissemination and use them for (4) Salesmanship offering them something they will buy.
- (b) *Never* count on an individual to "spread the word if he experiences a miracle" as you can always contact more people than he can.

- (c) *Never* via your comm line heavily through a "powerful person" or "authoritative group" as you can promote better directly.
- (d) *Never* seek a subsidy for what you are doing as at once you or any subsidized office will cease to promote to the public individuals. You throw out anything or anyone who is working to make you get a subsidy or who demands a subsidy to operate an office, as there goes your public contact. It ceases to have point as there's no dependence on the public individual so he ceases to be served. Subsidy is a fine way to fail and always leads to a dead end. A subsidized office ceases to promote as it no longer depends on doing (3) Dissemination -accumulation of the identities of persons, and (4) Salesmanship- offering those identities something they will buy, for its daily bread. So it is useless in the scheme of things and, not serving, becomes dangerous.

If you don't promote, the whole effort will dead end, the individual will no longer be reached, the group bank reaction will set in and that's the end of it.

Inadequate promotion, not reaching the individual, and any violation of (5) Ethics -delivering what is offered, are the sources of all the difficulties we have experienced.

Therefore adequate promotion, reaching the individual and making sure of (5) delivering what is offered, will be responsible for all the successes we will experience in the future.

It is as simple as that.

When you hear proposals to reduce mailing lists, know somebody is trying to kill you.

When you see something being offered that the individual cannot buy, know that somebody is being silly.

When you see lists of people being collected who will *not* buy, know somebody is being extravagant.

Err on the side of too many names accumulated, however, and burn the midnight oil figuring out what they can and will buy, that you can deliver. Sell it for enough to let you keep on promoting and soon you'll have the planet.

## ORGANIZATION

The Earth measure of success is the amount of power, authority, people, wealth and property one *controls*.

It is not necessary to bank it to your own name if you can dictate its expenditure.

The reason we are interested in success of this kind is because it is the wherewithal to reach and get the job done. Without that, these things, except for people, are trash.

It is all very well to idealize poverty and associate wisdom with begging bowls, or virtue with low estate. However, those who have done this (Buddhists, Christians, Communists and other fanatics) have dead ended or are dead ending. That route *doesn't* get the job done so it can't be a workable route.

The hard fact of this civilization is, given enough money or control, you can usually buy or demand your way out of any game you don't want to play. Thus you can keep on playing the game you do want to play. It is always a matter of amusement to me to find out some attacker is after money. For that's an easy one.

To keep going on a planetary salvage job you have to have the means to salvage in the frame of reference of the planet. Hence, we need the above things to get the job done.

Therefore you have to have an organization. This makes it easy to handle the activities needful for salvage and to acquire or control the wherewithal to continue to salvage.

Without power, authority, people, wealth and property you cannot make enough impact at the level of reality of the individuals you are seeking to salvage.

If you only wanted salvage for one or two, then none of these would be needed in any vast amount. But large numbers being salvaged require organization. And organization requires the other things to keep operating and remain real.



You can therefore know your enemies by those who seek to knock out any part of your

(a) Power (b) Authority (c) Personnel (d) Wealth (e) Property.

As collective-think demands that these items particularly be knocked out, handling and continuing an organization is a rather arduous activity.

The *individual* is the effect of these items, however, so if one can maintain them, one wins.

One forms an organization only in order to do (1) workable technology, (2) good execution of the technology, (3) accumulate the identities of persons, (4) offer those identities something they will buy, (5) deliver what is offered, under Promotion.

Because of the character of the bank and collective think, number (1) workable technology, under Promotion, is not possible to achieve by an organization or group. Group research is not merely too expensive, it is also only re-search of the work generated by an individual. New ideas never appear in group research so it merely polishes at best (and messes up at worst) what has already been done technically by an individual.

Therefore organization begins at (2) good execution of the technology, exists to do (3) accumulation of the identities of persons, and (5) deliver what is offered. (4) Salesmanship- offering those identities something they will buy, again is usually the work of an individual thinking up ideas and offerings.

Therefore the central control point of an activity puts an organization there to do (2) good execution of the technology, (3) accumulation of the identities of persons, and (5) delivering what is offered, and works individually to find new ways to do (3) accumulation of the identities of persons, and originates (4) offering those identities something they will buy.

Thus a central control point has a dual engagement-(a) To put and keep the broad organization there to do (2) good execution of the technology, (3) accumulation of the identities of persons, and (5) delivering what is offered, and (b) to originate better ways to do (3) accumulation of the identities of persons, and new ways to do (4) offering those identities something they will buy.

Thus the relation of a central control point to the organization is very easy to understand.

The hardest work consists of keeping the organization from going banky and not doing (2) good execution of the technology, (3) accumulation of the identities of persons and (5) delivering what is offered. The most brilliant work consists of better ways to do (3) accumulation of identities of persons, and effective things for (4) offering those identities something they will buy.

This is the totality of action by a central control point. If done well, the whole organization achieves the final objective and if done badly the whole thing dead ends.

Great pressures exist against a central control point to violate its needs for (a) Power (b) Authority (c) Personnel (d) Wealth and (e) Property under Organization above, and it is easy to surrender without realizing that surrender is fatal in our case to every one on this planet and perhaps ourselves as well.

Resist these pressures successfully and the central control point then can do (2) good execution of the technology (3) accumulation of the identities of persons (4) offering those identities something they will buy, and (5) delivering what is offered, and everybody wins.

And that's all there is to organization.

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L. RON HUBBARD

[The original title of this Policy Letter was PROMOTION AND ORGANIZATION FROM A CENTRAL CONTROL VIEWPOINT - THE FUNDAMENTALS OF PROMOTION. The 5 April 1965 revised issue, VITAL DATA ON PROMOTION (above), expands it.

Remimeo  
Dissem Sec  
HCO Exec Sec  
Dir of Promotion  
Promotion Staff

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 17 NOVEMBER 1965  
**THE BASIC PRINCIPLES OF PROMOTION**

The following points are a summary of the basic principles of promotion. It is important that you understand them and apply them in your promotion.

1. The basic principle of promotion is to drive in more business than can be driven off by a service unit or mistakes can waste. This applies to any promotion anywhere.

Never allow your standard of how many people should be brought into the org to be set by any other division or part of the organization. Promote as far above as possible the present operating capacity of the organization and you will win.

From this it follows that Tech or any other part of the Org can never tell the Dissemination Division when or how many customers to bring in or that "we can only handle 10 preclears this week". It is the job of promotion to drive in as many preclears as possible. It's up to Tech to find the space and the auditors.

In other words, promotion must be so huge and effective so that even if other divisions are blocking the line or driving people off so many people are being crowded into the org by promotion that it makes up for any waste done by other parts of the org. You get the idea. It's not flattering but it is the stable datum that successful promotion anywhere operates on. By the way, the error does not necessarily have to be within the org. A bus strike could temporarily prevent people from across town being able to start the HRS Course. Promotion should have promoted so much the Course is still full despite such an error.

The motto of promotion could be "we shall overcome-by numbers" . . . "Despite any errors we bring in so many people into the org continually or sell so many books that even if the body registrar drives them off at gun point enough will get through to keep the statistics rising".

2. If a promotional programme does not seem to work find out where it is not being applied-don't Q and A and abandon the programme. Spot instead the non-compliance which is preventing it from going into operation.

3. Later promotional programmes will not work if earlier ones have not been executed. Example: the programme is to send out fliers to sell bla bla to all buyers of foo-foo's. But it turns out that the original programme to compile a list of the buyers of foo-foo's off old invoices was not done therefore a flier to sell bla bla can't be sent to buyers of foo-foo's. And since the invoices were burnt up by some long gone suppressive (let's say) the original programme can't be carried out.

What to do?

Don't give up or abandon the programme of selling bla bla to buyers of foo-foo's. Get clever and dream up some other way of compiling the list you want. Maybe it's as simple as a notice in your local newspaper or a questionnaire to everyone in your files: "Did you ever buy foo-foo's?"

### **SUMMARY**

Having a successful promotional programme consists of getting it executed. If it seems to not be working, spot where it isn't being done. The non-execution could be years earlier in a former programme which was not executed.

We have had lots of workable programmes in Scientology. It takes no cleverness to dig them up and use them. There is no need to embark on new programmes until the earlier programmes are completed.

Let's take the Franchise programme as an example. The original order given to an ex-Franchise Sec years ago was to get all Franchise holders trained at Saint Hill. Years later we find that that order has only been partially carried out. The Franchise programme bogged down at exactly that point. Now, the whole matter is being handled by getting the current Franchise Officer to carry out the original order.

The cleverness required in promotion is not starting a new programme or carrying out a programme. But cleverness is required in getting an old programme executed when the means to get it executed no longer exist; such as when a mailing list has been lost and you need to devise a means of re-compiling the list.

Finally, promote until the floors cave in because of the number of people-and don't even take notice of that, just keep promoting.

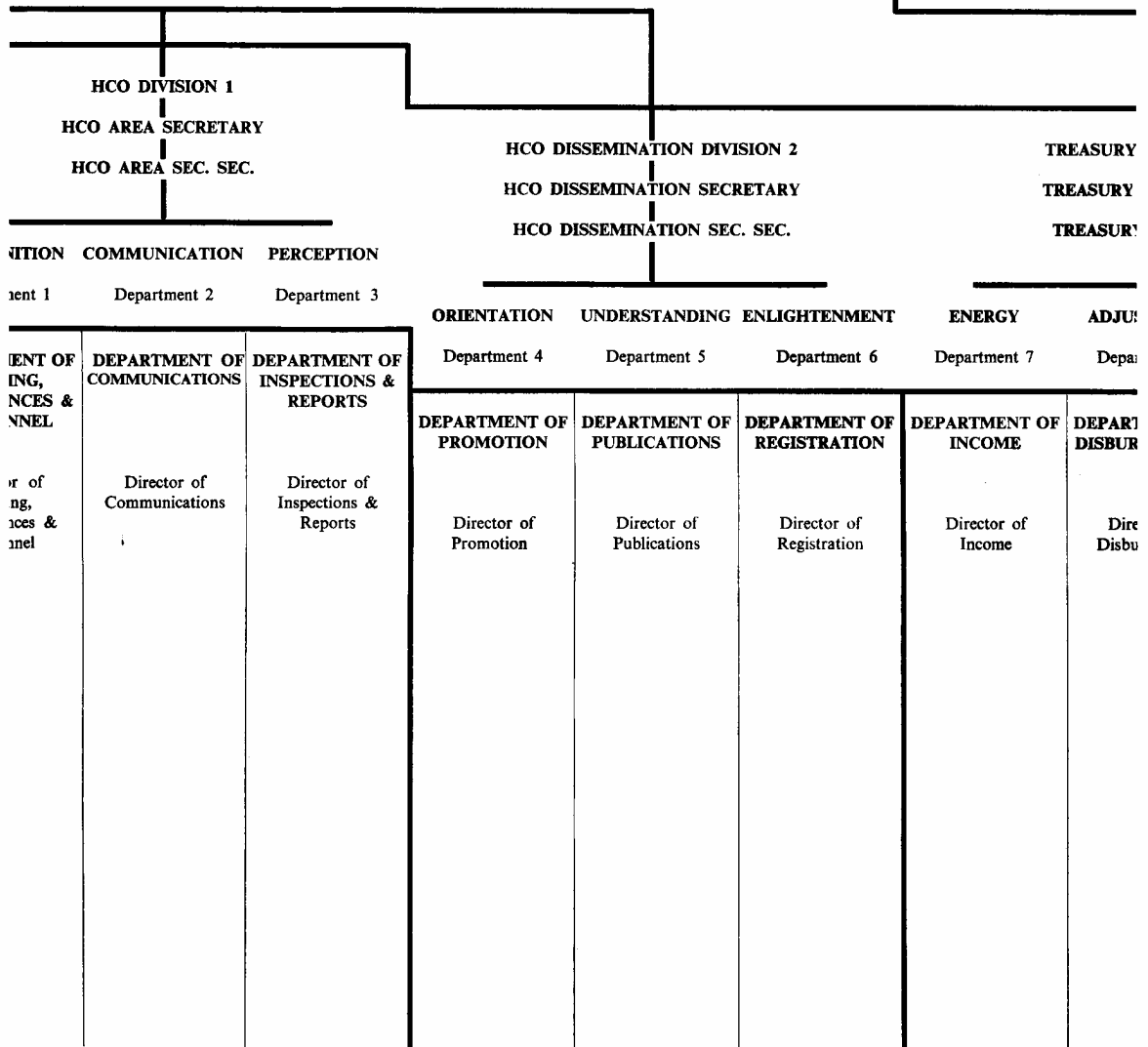
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L. RON HUBBARD

# HCO

# ORG

ORG E)



Remimeo  
HCO Exec Sec Hat  
Org Exec Sec Hat  
Dissem Sec Hat  
Dept of Prom Hats  
Dept of Pubs Hats  
Dept of Reg Hats

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 NOVEMBER 1967

**DISSEMINATION DIVISION, DEPARTMENTS  
OF PROMOTION, PUBLICATIONS AND REGISTRATION**

All Organization Boards are to be posted in accordance with the following line-up which complies with HCO Policy Letter of February 28, 1966 entitled, "Danger Condition Data, Why Organizations Stay Small":

DEPARTMENT OF PROMOTION

Director of Promotion

PROMOTIONAL ACTIONS PLANNING SECTION

Promotional Actions Planning In-charge  
Promotional Actions Liaison  
Successful Promotions Liaison  
Approval from Exec Council Liaison

PROMOTIONAL DESIGN SECTION

Promotional Design In-charge  
Data Collection Clerk  
Cost Planning Clerk  
Design Dummy & Specifications Clerk  
Promotional Materials Files Clerk

COMPILATION SECTION

Compilations Officer

EDITING & WRITING UNIT

Editing & Writing In-charge  
Writers  
Editors  
Transcription Typists

PHOTOGRAPHY UNIT

Photographer

MAKE-UP UNIT

Make-up In-charge  
Make-up Typists  
Typographer  
Artists  
Lay Out Artist

PROOFREADER UNIT

Proofreader

AUDIO AND VISUAL AIDS SECTION

Audio and Visual Aids In-charge  
Film Projectionist  
Slide Projectionist  
Educational Aids

PROMOTIONAL MATERIAL LIAISON SECTION

Promotional Materials Liaison In-charge  
Issue Authority Liaison  
Copyright & Registered Mark Liaison  
"The Auditor" News & Photo Correspondent

DEPARTMENT OF PUBLICATIONS

Director of Publications

PRINTING AND MANUFACTURING LIAISON SECTION

Printing & Manufacturing Liaison In-charge  
Printer Liaison Clerk  
Manufacturer Liaison Clerk  
Printing & Manufacturing Liaison to  
Financial Planning  
Printer & Manufacturer Files Clerk

PUBLICATIONS STOCK SECTION

Publications Stock In-charge  
Finished Product Receipt & Routing Clerk  
Publications Stock Clerk  
Publications Inventory Clerk  
Publications Delivery Clerk  
Publications Ordering Clerk

PUBLICATIONS SHIPPING SECTION

Publications Shipping In-charge  
Orders Assembly Clerk  
Packing Clerk  
Package Addressing Clerk  
Shipping Admin Clerk  
Back Orders Handling Clerk

BOOKSTORE SECTION

Bookstore In-charge  
Book Display Clerk  
Bookstore Sales Clerk  
Bookstore Inventory Clerk  
Bookstore Promotion Clerk  
Bookstore Ordering Clerk

MIMEOGRAPH SECTION

Mimeograph In-charge  
Mimeo Typist  
Mimeo Operator  
Mimeo Stapler  
Mimeo Files Clerk  
Bulletin & Policy Supply Clerk

DEPARTMENT OF REGISTRATION

Director of Registration

BODY REGISTRATION SECTION

Body Registrar  
Forms Clerk  
Selection, Slip File Clerk  
Selection Slip Issuance Clerk  
Telephone Registration Promotion Clerk

LETTER REGISTRATION SECTION

Letter Registration Officer

LETTER REGISTRAR UNIT  
Letter Registrar In-charge  
Letter Registrars  
REGISTRAR TYPING UNIT  
Registrar Typing In-charge  
Registrar Typists  
ADVANCE RESERVATIONS RECORDS UNIT  
Advance Reservations Records In-charge  
Advance Reservations Logging Clerk  
Advance Reservations Tally Clerk  
Advance Registration Packet Assembly Clerk  
Advance Registration Stock Clerk  
REGISTRAR MAIL UNIT  
Registrar Mail Clerk  
ARC BREAK REGISTRATION SECTION  
ARC Break Registrar  
Accounts ARC Break Liaison Clerk  
Review ARC Break Liaison Clerk  
CF ARC Break Liaison Clerk  
CENTRAL FILES SECTION  
Central Files In-charge  
Central Files Clerk  
CF Liaison Clerk

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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 17 JUNE 1968

Issue II  
(Corrects HCO PL 2 November 1967, Dissem Division and  
HCO PL 2 November 1967, Qualifications Division)

Remimeo

**ARC BREAK REGISTRARS AND AUDITORS**

ARC BREAK REGISTRARS AND AUDITORS ARE RELOCATED IN QUAL TO WORK  
AS A TEAM.

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HCO POLICY LETTER OF 30 SEPTEMBER 1965

*All Divisions*

Remimeo  
Advisory  
Councils  
Advisory  
Committees

**STATISTICS FOR DIVISIONS**  
HCO Dissem Division 2 -

Number of now 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 advanced enrollment. Book sales are our oldest index of future business,

L. RON HUBBARD

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[Excerpted from HCO P/L 30 Sept 1965, Statistics for Divisions.  
A complete copy is in Volume 1, page 328.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

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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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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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 Sec 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.

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HCO POLICY LETTER OF 5 FEBRUARY 1971

Issue V

Remimeo  
ic ww  
CLOs  
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HAS Hat  
OIC Hat

**ORG GROSS DIVISIONAL STATISTICS**  
**REVISED**  
(Amends HCO Pol Ltr 30 Sept 65 - Stats for Divisions,  
HCO PL 5 June 68 - Stats Dissem)

**HCO DISSEM DIVISION 2**

1. Total number of Bodies in the Shop for the week.
2. Total number of Registrar Interviews for the week.
3. Gross Income of the Organization.
4. Gross Book Sales.

Total number of Bodies in the Shop includes the total number of preclears in the HGC, total number of students in the Dept of Training and the total number of preclears and students in Review and Cramming and includes staff enrolled and attending, counted ONCE for the week.

Gross Income is the total amount of monies received in the org for the week, either in the mail or over the counter, as collections for past credit, current receipts or advance payments of any amount for any org services or items sold, MINUS the amount of any bounced cheques that week.

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HCO Aide for  
L. RON HUBBARD  
Founder  
[Note: Excerpted from HCO P/L 5 February  
1971, *Org Gross Divisional Statistics Revised.*]



## **THE PROMOTIONAL ACTIONS OF DISSEMINATION DIVISION 2**

(From HCO PL 20 November 1965, *The Promotional Actions of an Organization*. These are given complete for all divisions in Basic Staff Volume 0, starting on page 84.)

1. HCO DISSEMINATION SECRETARY - Co-ordinates and gets done the promotional functions of Division 2 and makes the org and services known to Scientologists.
2. DEPARTMENT 4 (Dept of Promotion) - Issues magazines on schedule.
3. Properly presents services in ads in org magazines and mailings.
4. Does promotional pieces for Publications Dept.
5. Executes Planned promotions as laid down in Sec Eds.
6. Compiles promotional pieces and programmes for issue to Scientologists.
7. Sees that the files, addresses and requirements of persons interested in Scientology are used to the full.
8. DEPARTMENT 5 (Dept of Publications) - Sees that good quantities of book are in stock.
9. Sees that books and mimeos look well when completed.
10. Ships swiftly on receipt of orders.
11. Issues the technical and policy materials of the org to get in Pol and Tech.
12. Gets promotional pieces printed.
13. Gets pins and insignia in stock and ensures broad issue so they will appear in the world and thus disseminate.
14. Sees that book fliers (handbills) are shipped out regularly to Scientologists and book buyers.
15. Sees that tapes are available and that presentation of them is of good tone quality.
16. Sees that any cine material is available and ready for broad use.
17. DEPARTMENT 6 (Dept of Registration) - Letter Registrar works to accumulate questionnaires and mail from those responding to promotion. Follows exact policy and gets out floods of mail to all possible proper candidates for service.
18. Keeps Central Files right up and in excellent shape and adds all new names of buyers of books and services.
19. Uses Central Files to the limit to produce business and routes everyone in it individually in accordance with the routing sheet on the back page of Auditor 10, by employing Gradation Charts and sending them out marked and devising other means of utilizing CF to produce business.
20. Sends out questionnaires with all offers which detect people's plans for training and processing.
21. Accepts Advance Registration and encourages more advance registration until her months ahead are scheduled full of students and pcs.
22. Does Phone Registration in City areas in addition to other registration actions such as Letter Registrar.
23. Registers everyone who comes in for service as pleasantly as possible with due regard for the solvency of the org.

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L. RON HUBBARD

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

HCO POLICY LETTER OF 25 JANUARY 1957

**CONCERNING THE SEPARATENESS OF DIANETICS  
AND SCIENTOLOGY**

We have now, for the first time, a complete line of books in each of Dianetics and Scientology. These are in actuality separate subjects, and we now have the material and corporations necessary to make them entirely separate.

This occurred when we published SCIENTOLOGY: THE FUNDAMENTALS OF THOUGHT. This is the "Book One" of Scientology, just as DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH is Book One of Dianetics. (PROBLEMS OF WORK might also be called Book One of Scientology.)

We are going to conduct a very large radio campaign throughout the Middle West concerning Dianetics only. To do this, we will probably revive the Hubbard Dianetic Research Foundation of Arizona, since this is now getting cleared up all past accounts.

Scientology will be exclusively handled by the Founding Church and the HASI. All training and processing is done under the Founding Church; all memberships of whatever kind or class go under the HASI. And, by the way, HASI stationery should be used wherever possible, and the name of the HASI should be used wherever possible, in Distribution Center activities.

In placing "books to read" in back ads of current editions, Dianetics books should advertise only Dianetics books, and Scientology books should advertise only Scientology books, and the books recommended in these lists should be quite realistic in that they should be in the order that they should be read next by the person who has read the book.

No letters or literature should cross the words Dianetics and Scientology. They should be maintained separately. It is the basic truth that Dianetics is a mental therapy which was developed out of the body of knowledge called Scientology, as fully discussed in an early Journal of Scientology (1952), but the legal position and the actual practice of these two subjects means that they must be kept apart.

From a management standpoint, these organizations are held separately, in view of the fact that they are to be managed through Scientology Consultants, Inc., which is a management corporation. Up to this time, the fact that I myself had written the books and materials and appeared in the minutes and so on of each of these organizations, held them connected in the eyes of Internal Revenue and others. This is not now such a careless representation. In fact, I have held a managing and consulting position with one or another corporation at various times, and it is not actually possible to say that as I control all these organizations they are then all the same organization; yet people have tried to demonstrate that I control them absolutely which is not a fact, and that they were the same corporation which is entirely false. But in view of the fact that people have tried to say this, we should be careful from a legal standpoint to continually assert the truth: Dianetics is a mental therapy addressing the mind, with a basic appeal to materialism, and Scientology is a subject which embraces the human spirit and has an appeal to mystic people in its first impulse. These subjects should not then be carelessly connected, and no statement should exist in our literature demonstrating that Dianetics is Scientology or Scientology is Dianetics, since this would be far from fact.

We have two different publics to which we are appealing. One of these publics can

be counted upon as quasily indoctrinated to the slave animal psychology frame of thought imported into the United States from Europe during the past half century, and these people believe in the methodology of the mind. Their belief does not carry them forward toward any possibility that a human spirit exists. This comprises, unfortunately, the bulk of the United States. Therefore, Dianetics and its basic discussions must take up only the mind and mental therapy as such. Scientology has another appeal, both to the much higher-toned person who does have some cognizance of thetans, and to the lower-toned people who are very thoroughly stuck in mystery. In other words, here are two great spheres of interest, and unfortunately Dianetics at this time, due to psychological indoctrination at the hands of Mr. Wundt, dominates the United States. It is not particularly important whether or not these things are crossed abroad, since people abroad have a much more tolerant attitude toward studies in philosophy.

We have then two lines of books, each a graduated scale of information, which take a person from basics to rather higher understanding; we have two corporations, either of which is a membership corporation; we have several campaigns of advertising, and each campaign of advertising must be clearly defined from the beginning to the end as either a Dianetics campaign or a Scientology campaign. All books should be reviewed and future editions brought out with this understanding. For instance, membership in the HDRF should be called for in all Dianetic literature; membership in the HASI should be called for in all Scientology literature.

It might prove more expensive, at first glance, to continue two distinctly different lines of books which yet had a parallelism; however, you will find the bulk of interest and the volume in the United States lies in Dianetics not the field of Scientology. This therefore justifies it, since our only recourse at this time would be either to carry both or to concentrate on Scientology.

All people concerned with this should understand this very thoroughly. For instance, if an inquiry is about Scientology it should be answered with Scientology literature only. An inquiry about Dianetics could be answered with DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH and a mention of the fact that membership in the HDRF was available, but this would never do with Scientology.

We have ourselves been rather confused about this up to the moment when we had a Book One in Scientology. Up to this time the first book of Scientology had been DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH. This is not factually true, but we continue to look at the first book as a chronological fact; it had been the first book and therefore should graduate a person into Scientology. This is not necessarily true, and Scientology now has its own basics and fundamentals.

We have "books of comparable magnitude" so far as the basic fundamentals are concerned in the following:

DIANETICS: THE EVOLUTION OF A SCIENCE	THE PROBLEMS OF WORK
DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH	SCIENTOLOGY: THE FUNDAMENTALS OF THOUGHT
DIANETICS 55	SCIENTOLOGY 8-8008
SCIENCE OF SURVIVAL	THE CREATION OF HUMAN ABILITY
ADVANCED PROCEDURE AND AXIOMS	SCIENTOLOGY 8-80

There is no effort, here, to give you the entire list of books nor actually to be accurate in giving them a degree of comparable magnitude, since this will have to be worked out only with a complete list of publications before one. But when this list is worked out, it will be generally released. This material here is to give you the basic idea of what we are doing.

It will be found that carrying forward an advertising campaign in two fields necessitates the use of different media for each subject being advertised. This must be

carefully adjudicated and thereafter that subject which was being advertised in a particular medium will have to be continued in that medium.

It must be kept in mind that the Founding Church of Scientology of Washington, D.C. carries forward Scientology, does Scientology and nothing but Scientology. We are actually well possessed of communication lines on the subject of Scientology; doing what we are doing must be continued in order to continue our own success. Our letters of procurement for students and preclears, our efforts to sell books, and all other activities are concentrated from the Founding Church on the subject of Scientology. Therefore, this leaves the Distribution Center and the HCO mainly concerned with the continued advertising and handling of Dianetics materials.

You will ask at once what we are going to do with people who apply for Dianetic training. This is a subject which is rather difficult to answer at this time, but it is hoped that if we are vaguely successful with the bookselling campaign for Dianetic books that this and the demand will make it necessary to erect an entirely different, new and independent structure much like the old Foundations but with our know-how as how to run one and this will be done in some nearby state, possibly Virginia or West Virginia or wherever the laws seem to be best. This new Foundation will require a full staff from top to bottom but will not require any duplication in Scientology Consultants, Inc. as the consulting management function of the Foundation will be handled from S.C. and its division the HCO. We have not yet reached the point where Dianetic training and processing is this much under demand but we will do so I am quite sure. When we do so stand by to set up a new school, clinic and their quarters totally under the HDRF. Until that time the HDRF remains alive, is being put in good order and condition and is a membership organization and membership in it should be sold exactly at the same price as the HASI memberships and conditions.

L. RON HUBBARD

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[Note: Statement in parentheses at end of paragraph two was added in a Digest of Pol Ltrs issued in 1958.]

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W.1

HCO POLICY LETTER OF 26 MARCH 1959

**DISSEMINATION SECRETARY HAT**

This actually incorporates three hats, all of which are included in this write up.

*PURPOSE:* To ensure wide dissemination of Dianetics and Scientology by efficient presentation of dissemination materials.

**PRINTING COMPOSITION AND MAKEUP HAT**

Receives material in rough form to be laid out and made up, accompanied with a purchase request OK'd by all terminals. Makes up and lays out and sends to LRH for OK to print and number of copies to be printed. Holds all make up in a pending file and sends finished copy to be printed to printing, with OK to print (purchase order). When printing department receives back from printers, printing sends OK to disbursing marked received, sends finished copies to department and sends one copy to Printing Composition and Makeup. Remove makeup and layout from pending and file with one finished copy in printing files. (Printing Dept keeps plates).

**MAGAZINE EDITOR HAT**

*PURPOSE:* Responsibility for copy, accuracy of copy, makeup, and execution of policy.

**PURPOSE OF CERTAINTY MAGAZINE:** To sell books, training, processing, tapes, memberships, congresses. Its interest content is totally people, and is totally concerned with mentioning people's names.

THERE SHOULD BE A VERY WIDE DISTRIBUTION OF "CERTAINTY". The more we distribute the more people come in for training and processing, the more books we sell, etc. Don't just distribute to our membership list, give them away-should have about 10,000 copies going out on each issue.

Issues can be written stressing the following: Training, processing, E-Meters, memberships, books, tapes, congresses and anything else in Scientology we have to sell, any service we render.

Make sure the name of L. Ron Hubbard (or "Ron") and "Scientology" are frequently placed before the reader's eye-let the reader know the source point is LRH.

**MAKEUP:**

1. Receive copy from "Writing". (If LRH is not writing for Certainty, select tapes or other written materials for copy. Each issue must have a message and bring that message home to the reader.)
2. FM in a check sheet for that issue. Check sheet is to accompany the issue all the way to "Printing" hat; Printing sends the issue to be photolithoed; check sheet is then routed to the person indicated thereon until it finally reaches Certainty Editor when completed, for filing. (Note: printed issues are delivered to Shipping Department for shipping. Two copies of that issue are sent to Legal Dept for copyright, and Legal informs you when this is done; insert this info in that issue's folder in the files.)
3. Type copy on Executive IBM and determine amount of space it is to occupy in that issue.
4. Based on amount of copy (lead article) (and/or additional copy), mock up a dummy issue. (A 12-page sample is attached hereto.) Mock up ads and other insertions for that issue. When dummy is mocked up, submit to "Writing" for approval.
5. At any time, draw up on graph paper your space for pasting-size of issue is 5 1/2 x 8V2. (See Certainty files, "Composition Data" for info on setting up copy onto dummy-inches involved in drawing up the space.)
6. Thoroughly acquaint yourself with Certainty Files and their contents.

7. Ads: Be sure that ads punch up the lead article for that issue-plus ads for currently applicable Scientology services.
8. Use Harry Volk clip books and Fototype for headings and other face types than typewriter print.
9. When makeup is complete, proofread entire issue, making corrections where needed.
10. When proofed, submit to "Writing" for final approval. Make any changes given by "Writing". Get final approval from "Writing".
11. When final approval is had, submit the issue to Editorial Director.
12. Editorial Director sends to "Printing" hat, who sends it to be photothoed.
13. Keep on file a copy of each Certainty filed by number. (Also keep file on that issue's dummy materials- "Certainty No. . . .-copy for".)
14. Keep makeup supplies neat and orderly.
15. Have an adequate supply of Fototype and other makeup materials on hand.
16. Keep count of number of issues: 24 per year (2 per month) (Note: Issue No. 1 started Jan 1955; No.25 due Jan 1, 1956; No.49 due Jan 1, 1957; No. 73 due Jan 1, 1958, etc.)
17. Advertisers in Certainty: When each issue comes back from the plinters, check through and see if there are any non-organization advertisers. If so, despatch "Invoicing" to send bills to them; advise Invoicing of the cost and amount of space used.
18. Send advertisers a copy of the issue in which they ran an ad.
19. Charges for advertising; Classified only (personal). Double columns, 10/- for three lines. 10/- for each extra line.
20. All used makeups of former Certainties are sent to Certainty Editor when returned to Printing from photolithers-Certainty Editor keeps them, using Fototype and other materials when feasible. (The actual plates are kept by Printing hat.)
21. Advertise services, not high prices.
22. If there are any reader complaints about Certainty content, ask them what they would rather have appear in Certainty. But stay within Certainty Purpose and organization policy.
23. Copyright notice is to be placed on title page, under the title heading or on the first page of text of each separate issue. (Copyright notice: Copyright @ 19- by L. Ron Hubbard. All Rights Reserved.)
24. Always do back page leaving the bottom half blank with mail indicia-use top part if you want, but bottom half is for mail indicia so that it will fit in addressograph machine right.'

### **PAB LIAISON HAT**

*PURPOSE* : To ensure the accuracy of PABs and that they reach the field in time.

1. Receive PAB material from Washington (or from source indicated by LRH).
2. Check PAB material for errors, etc.
3. Send to Printing hat to go to printers; send copy to S.A., N.Z. and Australia.
4. Proof read when returned from printers.
5. Check and familiarize yourself with the materials of Dianetics and Scientology so that you can obtain the material requested.

**L. RON HUBBARD**

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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 27 APRIL 1959

### WHY NEW BOOKS ARE FEW

The income I am supposed to derive from Scientology should pay for research, investigation, my promotional time, the writing of books and my living expenses. At present it does not.

We are short of new books because I haven't had the time or the place to write them and do not even have a transcription secretary.

Clear results were delayed and released incomplete because research funds were missing and I had to do it all on the cuff. I couldn't pay auditors to assist me.

Right now I am buying a home in England which will be a research centre and am faced with getting another house in the U.S. soon.

Basically the 10% paid as royalty by Central Orgs is looked on as my income. It is not income. It pays for HCO personnel in most places who are more and more doing the administrative and promotional work vital to keep the lines flowing. HCO is worth, in income to Central Orgs an enormous amount just for these things.

I have a need for help here. Research and writing, on which we exist, is not being paid for. Therefore it is very hard for me to get it done. It would not be unusual for 10% to be paid for these two items. On the contrary. But the 10% is absorbed in paying for administration- and vital administration it is! Magazines, promotion, organizational data, to name a few, come under the 10%.

We are in for a boom. You may not see it in your area yet but HAS Co-audit well run has begun the project "Clear Earth". HGCs have already begun Theta Clearing. And hotter stuff is to come.

But unless I can up my income for writing, research and living, we are somewhat slowed down.

My program has gone as far as this: I have bought, with my own money and whatever I could gather, a place in Sussex that's quiet enough and remote enough for research and in which I can get lost enough to write. I emptied out all my loose cash, sold my boats and made my credit creak but we have a writing and research centre for the U.K.

The place belonged to an important person and is itself more or less self supporting as to upkeep.

I want to get a research centre for the U.S., equally remote and later on for each continent. In such places research records can be safe and the kind of research which now has to be done can be done.

This will take several years. I am perfectly willing to do and finance any and all of this out of my 10% royalties from Central Orgs.

If HCO personnel can be paid out of Congresses, books, tapes, records and memberships, if certain HCO services can be nominally charged for, and if Central Orgs can help out by paying HCOs where needed, then I can get every one into a position through writing, research and planning to take all the strain off by increasing book sale volume and general volume.

Right now we are doing things a bit backwards. I am having to bolster and plan to keep things afloat without the whereabouts or wherewithal to do the writing and research that will make floating easy.

HCO is vital to keep us going. So is writing and research.

I am truly and honestly concerned with all our incomes and work ceaselessly in an effort to raise yours. Only recently did I realize that I was having a hard time raising yours because my own income was too low, despite the overall high cuff ent and steadily increasing income of Scientology, to pay for the things I have always paid for from any income or money I received-research and writing. In establishing HAS Co-audit in London I found ads to be fabulously expensive. I realized suddenly that I could get plenty of press with books and book reviews. I abruptly cognited that "Have You Lived Before this Life?" was our first new book in two years. And "All About Radiation" was our first new book for two years. As we did in AAR, we sell from 6,000 to 9,000 new books worldwide, every new one I write. The market we have is steady. Only old books reprinted cost heavily. *New* books get their cost out in about 80 days and make us thousands in friends and money. Our book market would take a new book every six months. These, sent to reviewers widely in every area would give us plenty of press. And we'd have data in usable form. And 9 to 25 people read every book printed!

HCO has taken off a heavy administrative burden to a great extent, freeing the time. This leaves lacking (1) Finance for research (testing and leg work), (2) A place I can do research and do the actual writing, (3) Book transcription.

If we want a boom, it's vital to free the income needed to create it. And this will up all our incomes, as well as get the job done.

My book schedule is now

1. Have You Lived Before this Life? (I rewrote it in the last 2 weeks amongst doing the new HCA/HPA series. It's now at the printers.)
2. The Elements of Scientology. (Needed as the new course book to fit with the tapes. It's partially compiled-has been for a year and a half but needs complete redoing.)
3. The Criminal Mind. (To give us a whole prison clearing program.)
4. The Mentally Retarded Child. (The text for the Society for Mentally Retarded Children program we are now piloting in the U.K.)
5. Great Men of the Mind. (The biographies of mental healers, a missing text in psychology courses in universities.)

You maybe sometimes wonder why I don't write more new books. For a research confirmation, to whom do I say "Audit Bill on so and so" (HGC processes are too stable now for research). To whom do I say, "Run down to the local library and find out whom do I pull off post and say "Type up these 80,000 words of dictation tapes I've done?" Why me, of course. And I just can't get it all in. So-no new books.

But 10% devoted to these and the cash I need can do it easily.

Any comment or suggestion any secretary or executive in Central Orgs would care to make would be very welcome. I would find your views very helpful.

P.S. Only the F.C.D.C. bears the cost and more of writing and research at this time.

P.P.S. You didn't realize I too had problems, did you?

Best,  
L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 26 JUNE 1959

**DISSEMINATION SECRETARY HAT**

**PURPOSE:** To ensure wide dissemination of Dianetics and Scientology by efficient presentation of dissemination materials.

Responsible for magazines being got out on time, for the execution of policy regarding what copy is carried by the magazine, for getting information to the public swiftly, for the accuracy of copy and for the acceptability of the format of magazines and books and printed material in general.

(Acceptability of format: definition: the printing of the book or magazine in a format which will lead a member of the public to pick it up instead of letting it lie, which will not get between the reader and the message, and which the reader will be pleased to show to a friend.)

Responsibility covers ethics, aesthetics, accuracy and REACH of printed matter.

**NOT RESPONSIBLE FOR THE FINANCE OF PRINTING, PURCHASING, GETTING QUOTATIONS, CHECKING BILLS AGAINST ESTIMATES, OR DECIDING WHETHER WE CAN AFFORD PRINTING.**

**CERTAINTY EDITOR**

**PURPOSE:** Responsibility for copy, accuracy of copy, supervision of makeup, and execution of policy.

**PURPOSE OF CERTAINTY MAGAZINE:** To sell books, training, processing, tapes, memberships, special events. To tell people what we are, where we are, what we are doing, what they can do. To reach the public.

**THERE SHOULD BE A VERY WIDE DISTRIBUTION OF CERTAINTY.** The more we distribute the more people come in for training and processing, the more books we sell, etc. Don't just distribute them to our membership list, give them away-should have about 10,000 copies going out on each issue.

Issues can be written stressing the following: training, processing, E-Meters, memberships, books, tapes, congresses and anything else in Scientology we have to sell, any service we render.

Make sure the name of *L. Ron Hubbard* and *Scientology* are frequently placed before the reader's eye-let the reader know the source point is LRH.

**PROCEDURE:**

1. Receive copy from Writing. If LRH is not writing for Certainty select tapes or other written materials, edit as necessary, and use with approval of Writing. Each issue must have a message and bring that message home to the reader. Inform Writing well ahead when fresh copy is needed.
2. Fill in a check sheet for that issue. Check sheet is to accompany issue all the way through.
3. Type out copy on IBM Executive and determine amount of space it is to occupy in that issue.
4. Based on this, mock up a dummy issue, indicating ads, etc. Submit with check sheet to Writing for approval.
5. When approved, supervise layout.

6. Proofread or check proofreading, and correct. Get LRH ok on boards. Then deliver to Printing.
7. **PRINTING MAKES OUT PURCHASE ORDER, GETS FINANCIAL OK, DELIVERS TO PRINTERS.**
8. Dissemination Sec keeps an eye on the issue from then on, checking that each issue goes through promptly, is delivered, mailed, on time. Checks also standard of printing.
9. Keep file for each issue containing dummy, MSS, etc. Add check sheet for that issue when returned completed. Make file of printed copies.
10. Things to check:
  - (a) That the ads punch up the lead article for that issue.
  - (b) That copyright notice (Copyright (c) 19-- by L. Ron Hubbard. All Rights Reserved) is always inserted, in the right place, i.e. under the title or at the bottom of the first page.
  - (c) That one copy is sent to the British Museum to secure copyright.
  - (d) **THAT CERTAINTY MINORS ALWAYS REACH THE PUBLIC ON TIME.**
11. If there are any reader complaints about Certainty content, ask them what they would rather have appear in Certainty. But stay within Certainty purpose and organization policy.
12. Become as familiar as possible with Scientology and Dianetics material, methods, etc.
13. Keep up to date always with new courses, developments-anything which requires advertisement.

#### **HCO EDITORIAL**

**PURPOSE:** To ensure that Dianetics and Scientology books get printed. To ensure accurate copy in these books, booklets, etc. To ensure an acceptable format for same. To ensure that printed matter is delivered promptly.

**FUNCTIONS:** Editing author's MS when required and requested; deciding on format; proofreading; chasing the book through. When photo-litho, supervising layout.

Approval of LRH is requisite on all points.

#### **WORLD WIDE HATS**

##### **HCO DISS SEC WW**

**PURPOSE:** To ensure world-wide dissemination of Dianetics and Scientology.

**FUNCTIONS:** Comm with other offices about their dissemination problems. Check on their magazines and dissemination in general. Help them in printing problems, etc., and help them to keep in line with thp dissemination programme.

##### **HCO EDITORIAL WW**

**PURPOSE:** To monitor world-wide printing of books on Scientology and Dianetics. To avoid dearth and superfluity of book stocks.

**FUNCTIONS:** Check printing of books world-wide, their accuracy and format. Institute and maintain a world-wide book programme of stock-keeping and supplies. Draw up printing programme.

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Joan Jelinek  
HCO Dissemination Secretary WW  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 MARCH 1960

CenOCon (For  
applicable  
Dissemination  
hats)

**HAT CO-ORDINATION: DISSEMINATION OF  
DIANETICS AND SCIENTOLOGY MATERIALS**

For Dianetics and Scientology materials Supply and Dissemination we have three hats which work very closely together in accomplishing effective dissemination:

1. BOOK, TAPE, RECORD
2. DISSEMINATION
3. PRINTING

**ADMINISTRATOR HAT**

1. Book, Tape and Record Admin sees that books, tapes and records are in supply adequate to meet the demand. He gets ok's to reprint books, to print books, to cut records, tapes, etc. He does not let his supply become exhausted, ever. If a publication (or tape or record) is going out of print, and not to be reprinted, he sees that this fact is published in the Scientology Magazine-that Dissemination Secretary is advised-that HCO WW Book Administrator is advised. If a book is to be continued in supply, he sees that the book is reprinted, getting proper ok's to do so, that the preparation of the MSS is done, and that Printing Hat follows through on it from there.
2. Dissemination Secretary sees that the. Book Administrator keeps his stocks in adequate supply-that he stays in close touch with Dissemination Secretary on all dissemination materials. Dissemination Secretary gets these materials disseminated rapidly and effectively through all available media to the public,
3. Printing hat keeps close touch on what books are at the printers, when sent, when expected, etc. He must know the status of any book at the printers, at any time.

These three hats work in close co-ordination in the interest of (1) seeing that Dianeties and Scientology materials are in adequate supply; (2) that needed materials are obtained and not let to lag or supply diminish, and (3) that these materials get disseminated broadly and effectively as rapidly as possible. (For further information, see individual Hat Folders of these three hats.) Laxness of any one of these posts can slow the progress of Dissemination (and thereby Clearing). Close co-ordination and effectiveness of these three posts can speed up our goals tremendously.

(Note by HCO Secretary WW: This Policy Letter was written especially for the Org in Washington and may not be exactly applicable to other Orgs.)

Mildred Galusha via Peter Hemery for  
L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 25 APRIL 1960

Central Orgs

**PRR PROMOTION**

I have asked Mary Sue to compile a bulletin taken from her advices to Washington on correct Pr R promotion.

Mary Sue, long experienced as a Director of Registration, had the enviable record of the highest returns for her department that have ever yet been achieved in any Central Org.

Her advice is very worth while. These programmes should be followed as high priority items by the heads of all Central Orgs, and Pr R Depts.

These programmes, followed just this way, put into expert practice by good executive John Fudge, have raised the DC unit from a period of all-time low, back up to the highest in the world.

Do not abandon those programmes you have which you find successful. Do not overstrain existing personnel in Pr R. Get Pr R and CF staffed well enough to get existing programmes done plus those detailed by Mary Sue.

One Central Org by my reports here has only one person in Pr R. Another has only two. Is it coincidence that the first mentioned is the lowest in income and the second the next lowest? Washington left only one person on Pr R for six months-and finally dropped to zero unit. A proper number were assigned and the unit came up to 50% par in three weeks. So don't economize on personnel in Pr R. And when you get the personnel, make sure they follow exact hats and these programmes.

You need no new and wonderful ideas to win. All you need is an exact Org pattern and these programmes, and then back them up with high quality service. And get the books disseminated from HCO.

So I can highly recommend you follow Mary Sue's promotion for Pr R if you want a high unit.

L. RON HUBBARD

**PROMOTIONAL PROJECTS**

There needs to be a more organized approach to promotional activities in all Central Organizations. The following is designed to provide this:

**Department of Promotion and Registration**

The promotion programme for this Department depends entirely upon getting all prospects for training and processing from Central Files. The definition of a prospect is

this: any person who has mentioned, even vaguely, an interest in training or processing and has had neither. It does not matter how long ago such an interest was expressed,

just that it was expressed. All such prospects should be listed on cards. (If your Addressograph Department has really been functioning well, these prospects should already be tabbed on the addressograph plates, but do not rely absolutely on this. Washington, DC, where I have already instituted this programme, is having their CF Promotion Liaison go through CF once again and the Director of Promotion and Registration, John Fudge, reports the finding of many, many prospects which were not tabbed.) CF Promotion Liaison, from these cards, pulls the person's CF folder and sends their folder to the Registrar to write a letter asking them when they will be coming in for training and processing. Two carbon copies of the letter written are made, one of which is, of course, put in the person's CF folder and the other is given to CF Promotion Liaison. From this carbon letter CF Promotion Liaison marks on the person's card when the letter was written. This occurs until every single prospect is written.

Answers which come back to these letters which are written by the Registrar are answered by the Registrar or the Immediate Registrar if the person is actually ready to

book for training or processing. Two carbons are made of these letters and handled as above. CF Promotion Liaison marks the cards with the date when the answer was received into the organization.

CF Promotion Liaison will end up with a set of cards from which there were no answers. These cards from which no answers were received, are then turned over to the Assistant Registrar after a period of three months from the date the letter was

originally sent by the Registrar. The Assistant Registrar treats these then as ARC breaks and gets them into communication with the Central Organization.

With regard to this particular promotion project, please do not forget HCA and HCS or B.Sc. Extension Course students who have not as yet taken the course.

The dates which I set for the writing of all the initial letters by the Registrar, is one month to get all prospects dug out and all letters to be written by the Registrar. As we will allow these prospects only a three month comm lag, that makes four months elapsed until all cards of prospects who have not answered shall be turned over to the Assistant Registrar. This is not an optimistic estimate for the time needed. When doing a project, do it and get it done.

While the Assistant Registrar is awaiting the handling of these uncommunicative prospects as ARC breaks, she or he can be busy writing to current ARC break letters and more importantly, handling those people who have failed to make regular payments on their accounts with the Central Org. The Department of Accounts keeps the Assistant Registrar supplied with these monthly. These are handled as ARC breaks.

### **Department of Processing**

This is a promotion project to be carried out by the Director of Processing and staff auditors. The Director of Processing shall go through the Testing files and dig out the file folders of those past preclears who did not complete the full number of weeks of processing given in their case estimates. As this is done, a card file is made of those written. CF folders for these do not need to be pulled; all the information about the case is right there in the test folder. These people can be asked specific questions about how they have progressed with particular case difficulties since their processing and about when they can come in to complete the number of weeks given in their case estimates, the number of weeks estimated and the number of weeks actually taken by the person in processing can be given in the letter. As answers come back the Director of Processing marks the cards with the date the letter was received by the organization and handles it or sees that the auditor who wrote the letter handles it. Any definite bookings are sent, after they have been answered, on to the Immediate Registrar for entering into the registration record.

Again a period of four months is given for this project as above and at the end of this time all cards of past preclears who have not answered are turned over to the Assistant Registrar to handle as an ARC break.

### **Department of Training**

The project for this Department is one of writing to all incomplete course students getting them to complete all necessary qualifications for getting their certificates. These persons can be located in Addressograph by the tabs if, once again, the Addressograph Department is up to nines. If not, each person can be found from the roll books. To disseminate Scientology we need auditors in the field working, and we need these auditors to be certified in order to get them working.

The Director of Training makes out card files on this project and turns them over to the Assistant Registrar to handle after a period of four weeks if the student fails to answer. Let's really push these people to get their requirements completed.

Another project for the Training Department is writing to all former HCA students to get them to come in for the HCS or B.Sc. Course. This is handled with cards in the same fashion as previously described.

### **Accounts Department**

The project for this Department is a relatively simple one. All that is done is for the Director of Accounts to write to all persons who have paid their bills in full or who are making regular monthly payments, telling them that their credit is good with the Central Org for further training or processing.

Let me mention here that people who are paying regularly, but who have too large an indebtedness should not be written such letters. We don't want their indebtedness to increase beyond their ability to handle it.

### **Department of Material**

This Department has the promotion responsibility of seeing to it that the premises of the Central Org are presentable to the public in appearance and cleanliness. The offices which are considered of most importance are the Reception office, the Immediate Registrar's office, where students and preclears are signed up (or the office of Promotion and Registration, if all registration work is done in one office), the

Assoc Sec's or Org Sec's office, and HCO offices. These can be nicely decorated at low cost. By all means the Department of Material must police these offices to see that they remain in a good state. Metal baskets in these offices should be converted to wooden trays in a finish to match the finish of the desk and other furniture. If there is not enough space on desks for these trays, they can be placed on a handy side table. Leaflets and hand out materials should be kept in a book case or cabinet, not strewn about the tops of desks, mantle pieces, or the floor, as in some cases. Cleaners should be encouraged to clean these offices first thing and then passage ways.

Also as some of the offices are small in size, the common decoration fault of having the walls one colour and the wood work another should be corrected. In small spaces only one colour should be on both walls and woodwork and this colour should be a light pastel as darker colours contract space.

Further the Department of Material can get the mechanical brains of the organization into shape, CF and Addressograph plate files. All tabbing for all categories should be done and CF filing and making of new folders should be complete and up-to-date. By all means get all prospects tabbed.

### HCO

HCO Dissemination Secretaries and Book Administrators should get out a complete listing of all books and tapes to book buyers. Such listings are normally done as follows:

I have this book	I am now ordering this book	I shall order this book within the next three months
---------------------	--------------------------------	---

Dianetics: Modern Science.  
of Mental Health  
Price:

with instruction asking them to please check one of the following categories after each book. To get make-up on such a mailing, you can write to the HCO Dissemination Sec, Washington, DC, Mildred Galusha, and get a copy for making up a photolitho mailing. Or you can use such a mailing piece as was done in one of the old "Journal of Scientology", listing the books and tapes with a brief description of contents and enclosing an order form.

A list of book buyers can be obtained from Addressograph or from invoices over the last years.

HCO Continental Secs should do a two fold promotion task. One is writing to all Certified Auditors advising them that professional rates for processing shall in the future be given only to those certified auditors with an International or Lifetime Membership in force with the HASI. This is to encourage all auditors to get memberships and thusly get on the communication lines of the organization for further information.

The other project is to write to auditors not franchised as yet and get them to take out a franchise and to write to auditors franchised who have not been remitting their ten percent to get them to do so. If these franchise auditors do not remit their ten percent within a period of three months, we shall have to cancel their franchise and take them off the Bulletin line until they get their cases in shape to make a successful practice in the field.

### PE Foundation

This Department already has been given a promotional project in HCOB of March 25th, 1960.

### Assoc Secs or Org Secs

Your promotion project is to crush, crush, crush through the promotional projects moving through to completion. Do not sit at your desk and get reports on how these projects are going. Go into the Department to check up on the card files, number of letters written, etc. Now is a really good time to see how well the Addressograph section is servicing the organization.

Send weekly reports to me concerning the progress made, difficulties encountered and overcome, and other information about these projects.

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MARY SUE HUBBARD  
Organizational Supervisor WW

[Note: This HCO B has been corrected per HCO B 28 April 1960, PRR Promotion (Corrections).

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 JANUARY 1964  
HCO (Sthil) LTD

Sthil

**ENROLLMENT DIVISION**

The extreme importance of increasing enrollment and organizing the facilities to accomplish it have been a matter of some concern to me for the past many weeks.

The Director of Enrollment is to organize the Administration and Promotion necessary to accomplish the desired results.

A full Central Files and Address System comparable to that of a Central Organization, means of filling it with lists and providing address plates must be provided whether space exists or not.

A full comprehensive and carefully cross-checked system of contacting and handling applicants must be devised and carried forward.

Effective Procurement activities must be designed, executed and carried out on a continuing basis.

Good files, lists and addresses, good and intelligent communication and a very large increase in enrollment are expected from the Enrollment Division.

The Director of Enrollment is under the supervision of the Saint Hill Administrator and The Enrollment Division is part of HCO (Sthil) Ltd.

Mary Long will continue as Course Registrar, personally handling applicants and the registration and graduation procedures and to that extent only is in the Enrollment Division, her duties beginning with the scheduling of a student to arrive and the arrival and registration of that student and ending with his or her departure.

The Director of Enrollment has the full responsibility of filling up the course and keeping it full. His materiel and personnel requirements have first priority.

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L. RON HUBBARD  
Executive Director  
HCO (Saint Hill) Ltd  
[Excerpted from HCO Poficy Letter of 24 January 1964]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 25 JANUARY 1964

**HCO (STHIL) LTD**  
**DEPARTMENT OF ENROLLMENT**

Sthil

The purpose of the Department of Enrollment is to contact routinely, regularly and intelligently all possible candidates for the Saint Hill Briefing Course.

The steps are these:

1. Using whatever is to hand begin contacting.
2. Expand what address files are to hand and contact those.
3. Eventually have a complete and sound system of filing, addressing and contacting candidates for the course.

The purpose is to get people to take the course. To do this one must have very good files and means of address keeping use and change. To use these one must achieve and maintain a high level of ARC in all letters and releases.

We already have a silk screen address file of HCAs/HPAs. We should have address screens of all former students. These should be utilized.

Immediate steps should be taken to increase these files of addresses and keep them up to date.

We already have many letter files from franchise and others such as Standing Order No. 1. Using these files a nucleus Central File system should be constructed and expanded.

Using various means addresses should be collected until every trained Scientologist in the world is to be found in our central files and in our address plates with addresses up to date.

Using this data a letter registrar can maintain consistent communication with high R with all possible applicants and regular mailings of attractive mailing pieces can be made. Book data and other materials can be carried in such mailings.

Promotion Programme No. I is designed to collect all addresses and data for our CF.

An offer of a certificate as a Founding Scientologist is made in all Continental Magazines and the PAB for all Scientologists who were one before 1963. They are offered a special classification and the certificate if they will fill out the questionnaire or a copy of it and send it straight to Saint Hill. An assembly line response is set up to send them their certificate, consisting of letter press signed blanks and name typed on a large Cap typewriter, all in a flat special envelope, certificate to be 5" x 7".

If this application carries vital statistics, our CF is greatly enriched. Each application received is marked as answered with a certificate and is filed in our CF under the person's name. Each is given a coded system giving all data. In this way a CF is created.

When needful a large metal plate addressing machine will be procured which gives



the full code on each plate showing what the person is, has done, etc. These are f-iled by name and area in their address plate boxes for use on the machine.

It is up to the Enrollment Department to construct its files, etc, while actually engaging in procurement.

There were 12 less course enrollments in 1963 than in 1962. Therefore the matter is a cause for crash programming.

It is my full intention to convert Saint Hill into 90% effort expended on reach and income and 10% effort devoted to internal affairs and disbursement. The Enrollment Department is just one step in this direction.

As a regulation of the Enrollment Department, all mailing pieces and forms to be mailed must be passed on by the Executive Director and frequent samples of letters answered must be submitted. Quality and reality must be maintained.

I wish to see a flood and flurry in this department resulting in 100 students every 20 weeks.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 JANUARY 1964

**HCO (Sthil) LTD.**  
**CHARTS, ROUTINGS AND PUBLICATIONS**  
**THE ENROLLMENT DEPARTMENT**

Sthil staff only

It must become apparent to anyone in charge of enrollment on the Saint Hill Course that Enrollment Department responsibility does not end with letters to prospects if any guarantee of future enrollments is to exist.

Unless enrollment prospects are developed with an advance view of at least two years, the department will always have a scramble.

Therefore the obvious course of action is to push along the general dissemination of Scientology throughout the world.

This can be done without interfering with Central Organizations or HCO (WW) Ltd., or indeed any other programme.

If Central Orgs graduate HCA/HPAs a certain number of them will enroll at Saint Hill. Obviously the more graduates there are, from Academies *who can achieve auditing results*, the more enrollees there will be for Saint Hill. Thus quality of training is also of interest to the Enrollment Department.

To recapitulate, if dissemination is very broad and good to the general public, there will be good Academy enrollments. If Academy results are good and students are informed there will be Saint Hill enrollments. There are other points to this routing.

If the Saint Hill Enrollment Department does not keep an eye on that route then enrollments at Saint Hill will decline regardless of the amount of effort put out by the Enrollment Department.

This routing has always been one of my hats and I am passing it over to the Enrollment Department.

**ENROLLMENT CHART**

1. General Public Interested.
2. Enrolled in Academies.
3. Academy students kept informed of the Saint Hill Course.
4. Academy students achieving results.
5. Eventual enrollment at Saint Hill.
6. Satisfactory training results at Saint Hill.
7. Word of mouth by Saint Hill graduates.
8. Continuously expanding Saint Hill Course.

If any of the above steps are omitted, it will become a serious matter to the Enrollment Department, so the thing to do is be sure that all the steps in the above chart are effective.

This routing chart should be neatly drawn and posted permanently in the Enrollment Department.

An additional *traffic* chart should also be drawn up as follows:

1. General public addresses to Central Orgs for use in their CFs to procure
2. Academy enrollees addresses to Saint Hill Central addresses
3. Sthil Central Addresses to Sthil Central Files
4. Sthil File Folders to Letter Registrar
5. Letter Registrar to graduated Academy students with good reality as to their status and activities
6. All Franchise letter files to Sthil Address
7. All Franchise files from address to Sthil Central Files
8. Franchise Folders to Letter Registrar for personal letters
9. All Franchise Folders from Central Files to Franchise Secretary and back to Central Files after use
10. All SO No. I files to Sthil Address
11. All SO No. I files to Sthil Central Files
12. SO No. I folders periodically to Letter Registrar for personal letters
13. Saint Hill Publications to Address for addressing
14. Saint Hill Publications from address to mailing room for mailing.

A proper chart of this should be drawn showing the handling of these lines so that special file systems do not get created and files held out of Central Files and so that new personnel understand and do not "jump" the lines.

The end product is a complete address file categorized and ready for use by all departments and a Central File of all persons and correspondence (except purely business files as kept in Accounts) will exist for general use.

All separate file systems whereby "certain files are held out" should be discouraged. No Letter Registrar can work without a complete file without embarrassing consequences.

The usual metal plate addressing system is envisioned.

This same complete system exists at HASI London, called "CF and Addresses". We are only copying that system.

### **PUBLICATIONS**

The Enrollment Division as noted above has a vested interest in the quality and existence of materials for issue to the general public.

A "Guide to Scientology Chart" is already being compiled for issue. But simple books that already exist should be hard pushed by the Enrollment Department into public hands by insisting on their being advertised by Central Orgs in magazines other than Scientology magazines. Advertisement of these in Continental Scientology magazines should be looked to frequently.

Preparation of general interest texts by SLR and their publication should be pressed for by the Enrollment Department.

Continuous demands for all new Academy student enrollment data will have to be made by the Enrollment Department. Eventual centralization of Certificate issue at Saint Hill will care for this sometime in the future but until then it is a point for alertness.

### **SAINT HILL NEWS**

A new publication, Saint Hill News, should be instigated for bi-monthly (every 60

days) publication. This should be a dignified, serene publication that issues data of current interest giving names of who has enrolled and who has graduated and whatever other personal data may be of interest. Kittenish high school type reporting should be avoided thoroughly.

This should be a photo-litho job like a PAB. It should use the Photo Litho ability to reproduce photographs of the house, grounds, classrooms, students, instructors, etc.

Its editorial composition should be:

1. Points of technical interest (helping Scientology work for people) all of low level interest. This makes the magazine of some value. Excerpts from tapes dealing with general auditing, stressing one point per issue. Sample: "Getting the Auditing Question Answered". I will be the only signatory of these articles as this is the commonest point of upset in such magazines.
2. Some news of auditing successes in the field by Saint Hill graduates. This is culled from Franchise and other letter lines. This is always there to stress that people trained at Saint Hill get results.
3. Results obtained on Cases on Course.
4. Past, present enrollments and graduations and Classification changes, with any pictures. Malcohn Powell in East Grinstead could be persuaded to do such shots cheaply in his studio in East Grinstead.
5. Old and new installations at Saint Hill, by picture.
6. New publications, particularly what to give new people.
7. Old publications.
8. A Franchise Ad.
9. List of Central Orgs worldwide.
10. Any announcements by HCO (WW) Ltd., and SLR.
11. Saint Hill Course Ad giving what Letter Registrar would like to have said.
12. A varied reminder every issue of the vastness and extent of the Scientology data archives at Saint Hill.

The Editor of Saint Hill News is the Director of Enrollment. The magazine editorial work of make up is Joan Jelinek. Printing is by the Book Administrator.

The first issue should be as soon as one can be compiled and printed.

All mailings of Saint Hill News is by Surface Mail the same as the PAB.

The mailing list should be only those persons who may be interested in enrollment, past graduates, present students and Central Org personnel (as individuals) who come in contact with potential students.

This, of course, includes all current Academy students.

A check sheet of the above list should be made out for each issue and followed in compilation.

**L. RON HUBBARD**

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 FEBRUARY 1964

Central Orgs  
Franchise  
Field

**DEPARTMENT OF ENROLMENT**

For the sake of simplification and to facilitate a concentration on the training route up through the Levels of Scientology, the Department of Promotion and Registration in all Central Organizations will now be termed the Department of Enrolment. The Director of P & R is now the Director of Enrolment.

**DIRECTOR OF ENROLMENT**

The Director of Enrolment has the full responsibility of filling up the Academi and keeping it full. His first actions should be to increase largely the enrolment of HAS and Class I Courses in the Field as well as in the Org.

The Director of Enrolment is to organize the Administration and Promotion necessary to accomplish the desired results.

Using the Enrolment and Traffic Charts as a guide, a full comprehensive and carefully cross-checked system of contacting and handling applicants must be carried forward.

Effective Procurement activities must be designed, executed and carried out on a continuing basis.

The Letter Reg Department, including Central Files & Addresso, Body Reg and Reception are the responsibility of the Enrolment Director and are part of the Enrolment Department.

It must become apparent that the Enrolment Department responsibility does not end with letters to prospects if any guarantee of future enrolment is to exist.

Unless enrolment prospects are developed with an advanced view, the department will always have a scramble.

Therefore, the obvious course of action is to push along the general dissemination of Scientology throughout the Org's sphere of influence. This also applies to Continental Headquarters as well.

**PUBLICATIONS**

The Enrolment Department has a vested interest in the quality and existence of materials for issue to the general public.

The simple books that already exist and new ones, as they are released by Scientology Library & Research at Saint Hill, should be hard pushed by the Enrolment Dept into public hands by their being advertised by Central Orgs in magazines other than Scientology Magazines. Advertising of these in Continental Scientology Magazines should be looked to frequently.

The Continental Magazine must work in very close co-operation with the Enrolment Department. Its basic target is the general public and moving them into HAS Courses in the Field as well as the Org. Its content should mainly consist of Level 0 & I material.

## FIELD AUDITOR CONSULTANT

If Field Auditors graduate HAS's and Class I's, a certain number will enrol in the HQS Course, returning to the Field and send more students to the Academy. After getting results in the Field, they will then return to the Academy for the HPA/HCA Course. Thus quality of training is also of interest to the Enrolment Department.

The post of Field Auditor Consultant is created and may be filled by the old Group Secretary where this post had been filled.

The Field Auditor Consultant will assist all HQS, or above, certificate holders in establishing and maintaining HAS and Class I Courses-this includes helping them with promotion and the handling of their courses, assisting in arranging for HGC assists and ARC Break Assessments when they or their Groups get in trouble, filling their orders for HAS Certificates and Level I classifications, and getting them in to take their examinations for classification.

Where the Letter Reg pulls in students on Courses, the Field Auditor Consultant is responsible to see they come in for their examinations.

The Field Auditor Consultant is *the* terminal in his area for HAS and Class I Courses. His effectiveness is measured by the number of HAS Certificates and Class I's issued and the number of Classified Auditors in his area.

To recapitulate, if dissemination is very broad and good to the general public there will be good HAS Course enrolments. If HAS Course results are good and students are informed, there will be Academy enrolments. If the Enrolment Department is not responsible for this route, then enrolment in the Academy will decline regardless of the amount of effort put out by the Enrolment Department.

You must see that the Org is almost wholly dependent on a large and successful field operation. Concentrate first on building up your existing Field Auditors and providing them service.

Your HGC will be kept full of Assists and ARC Break Assessments from the Field, and they will be lining up at the doors of the Academy.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 MARCH 1964

**DIRECTOR OF ENROLMENT  
THE LETTER REGISTRAR  
ADMINISTRATION**

Saint Hill  
Central Orgs  
HCO Secs  
Assn Secs

(HCO Sec: Hat Check on Assn Sec, Dir  
Enrolment, Ltr Reg, Reg)

One of the principal routes to solvency (see earlier Policy Letters, November 15, 1960, et al), is mail volume.

If you are not receiving mail and telephone calls in volume your unit will be low. Mail volume is a measure of success. I can look at a "mail count" and tell, by comparing it to earlier periods, whether an Org is going up or down. It's a very good barometer, a reliable crystal ball, a teller of fortunes.

*Mail volume is* important, quite aside from what the envelopes contain. As soon as "quality vs quantity" arguments start, it shows somebody is being uninformed. The datum "mail volume" is just mail volume, and trying to drag in other factors simply shows that somebody didn't get the point in the first place. It's too simple a point: current mail volume indicates current and future business volume. It's a pure datum. It's a gross index you can rely on without having to know anything else. It's an executive slide rule - Executive: "What's the week's mail count?" Ans: " 1400 pieces out, 75 pieces in". Exec: "We're a bit below last week. I guess I'd better promote something." See? The Executive didn't have to find out "what percentage of the letters were business? How many applied for anything? Did the letter registrar dot all her i's?" It's just a good meaty rough datum that says how things are.

If a person were as alive as he gave and received communication then an Org could be considered as alive as it gave and received pieces of mail. It's that simple.

So you watch mail *volume* in and out if you want to know how you're going to be doing a bit into the future. Knowing that we can gear up promotion to cope *before* we get hit with the *income* slump.

A mail volume slump is always followed in a few weeks (usually six) by an income slump. So it's a valuable danger signal.

Mail volume rise always presages an income rise in the next few weeks.

So that's the total use of and extent of "mail volume". It does not have anything to do with what the letters are about or who is getting or receiving them. Even circulars count, out or in. Even requests for donations for the Eskimo seal fund count. Out or in. It's simply volume. And it's an index which, when compared to an earlier period, estimates future rise or fall of income.

The mail clerk does the counting in and out and chalks it up for the head of the Org or its enrolment or income section or all three. Then they can PLAN and ACT before the Org goes down for the third time or they get caught in a boom.

Mail volume is a good datum because it gives about a six weeks warning. A mail count slump in mid-May gives you an income slump about July 1.

### **PROMOTION**

Now *what* the mail *says* in or out is under the head of Promotion.

*Promotion* covers "quality versus quantity" and other such questions.

What is said in outgoing letters and what may be said in incoming all depends upon Promotion.

If the head of an Org or its enrolment executives are very sharp on Promotion, mail volume will increase steadily. If they are not, then volume gets one sided-mostly

outflow, but oddly enough, though the ratio shifts to outflow, mail volume and income will stabilize at a certain level and not increase much.

You can tell if *Good Promotion* is being done by examining this outflow-inflow ratio of mail.

Poor Promotion gives you a ratio of maybe 98% outflow and 2% inflow, i.e. 98 pieces of mail (of all kinds) mailed and 2 pieces of mail (of all kinds) received.

Fair Promotion would perhaps consist of 90% outflow and 10% inflow, meaning that for 90 pieces of mail (of all kinds) mailed by the Org, 10 pieces of mail (of all kinds) were received.

Fantastically wonderful Promotion would consist of 50% outflow, 50% inflow.

A miracle would be 10% outflow and 90% inflow.

No exact index or chart of this has ever been made. But the above is an educated guesstimate. The figures are given to make the following point:

The better the Promotion, the higher the inflow rises in proportion to the outflow.

The lesson has been learned in Scientology Orgs, and proven many times in exact studies, that *regardless* of Promotion quality in Scientology, a high volume of outflow is vital to return any inflow. So regardless of the Promotion, high volume of outflow must be maintained. There is no arguing with this datum. If you want activity and income you must have a high volume of outflow. And the point of *what is said* does not enter that datum at all at all.

So, given volume, one now begins to consider what is being said *in* that volume and one gets Promotion. And all Promotion does is change the outflow-inflow ratio and prevent a fixed outflow-inflow ratio.

It is obvious that an Org can only outflow just so much. Finance available, personnel, effort, all limit how much outflow there can be. So to increase outflow one must use PROMOTION to increase inflow in order to increase outflow. Only in that way can one escape a fixed income. An Org that does *not* do this, (does not use intelligent Promotion) then gets into a fixed income which does not increase.

Promotion consists only of what to offer and how to offer it, that will be responded to. That's the extent of it and even Madison Avenue (U.S. Advertisers' row) can't better that. Indeed they may not even know it. Contemporary advertising has gone off into aesthetics and art and often forgets the product or service entirely.

So Promotion is the art of offering what will be responded to.

Production is the activity of *providing* a product or service. Promotion relates to Production in this way: One can produce without promoting (ordinarily quite disastrous); one can Promote without Producing (which is very disastrous indeed and is the only thing that gives promotion a bad name). So these things, Promotion and Production, are not independent of each other.

One must make Production adequate to Promotion and must make Promotion adequate to Production to be SOLVENT or ETHICAL.

If you are producing something and can deliver then that is what you must promote.

Here is an exercise in Promotion-Production. One goes over to Production Unit A (Academy) and asks "What are you sure you can do for somebody in or by training?" One carefully lists the answers, verifies them by talking to the students on whom it is being produced and then checks off the most sure-fire answers. One is now certain that this effect or these effects can be produced at the Academy. Returning to one's office one looks over this data and selects out what would probably be the most *attractive* items (will be responded to) of production to the public. One then sits down and writes a very glowing factual article about it, making a big point of availability of it and a big point of their writing the Letter Registrar about it for more data. Then one gets out a big mailing about it or headlines it in the Continental Magazine and insists on a hurry up release of it. That's several thousand mailing pieces out all in a bunch, guaranteed to get a response *to the letter registrar*.



One then uses the same data to call together a public sort of meeting and gets local invitation cards out on it. And makes sure somebody addresses the meeting and that a registrar is there.

One gets out another mailing bit on the same subject but with a different write up and sends it to all the PE attendees one has record of-and makes sure they write the letter registrar. (Or phone the Registrar.) That's another batch for the mail count.

One plays just those points found as above hard for 2 or 3 months. This makes them well known and something of a fad that such and such effect or result is produced in the Academy. That gives people time to find out about it and centres their attention. Up goes Academy enrolments.

Then after 2 or 3 months of plugging the above, one goes over to the HGC and repeats the same exercise. Making that Production learned about by the Ltr Reg a fad in its turn.

Meanwhile one keeps up with one's mail and originates via Central Files on a personal letter basis on routine actions.

ONE DOESN'T DROP ALL PAST PROMOTION (outflow) just to do this outlined promotion.

Then one goes on a book campaign and plays that ragged for 2 or 3 months as per the above exercise. What books do people read? Why?

Get circulars out on it. Sell books. Write letters about books.

And keep up routine letter writing and answering.

Then find something wonderful Scientology can do from field auditors, something simple. Get everybody hot on doing it in the field via circulars and articles. Get them to write the letter registrar about it.

Do these things one at a time, play them out and all the while keep it very popular to write the letter registrar about it.

And you'll break the back of fixed income. Your outflow-inflow ratio will improve. Your volume will rise. Production will be in keeping with Promotion and Promotion with Production. And you won't have near the strain about it.

If I were letter registraring, I would never just grind out letters. I would not drop heavy origination. But I'd find things to offer people they would write me about and spend 50% of my time answering their high volume inflow.

30% of my time I'd spend on routine origination. The remaining 20% I'd spend on gazing at the ceiling for future promotion or going around examining production for items of interest.

The bottle-neck of income is the fixed ratio of outflow-inflow, the inability to afford more outflow personnel and any and all unrealities between Promotion and Production. If these factors cannot be handled by the head of an Org, by its Director of Enrolment, income will remain fixed and probably low. If these data are understood and intelligently used, given good management, then income will rise and the org will flourish.

And at any staff meeting the wins of the person responsible for raising outflow-inflow ratio should get a big hand.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 MARCH 1964

**DEPARTMENTAL CHANGES  
AUDITORS DIVISION**

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The Enrolment Division is transferred herewith from HCO (Saint Hill) Ltd, to HCO (WW) Ltd, and is renamed AUDITORS DIVISION.

The head of the Auditors Division is the Director of Auditors.

No change in the function of the former Enrolment Division or its personnel is made except that the Franchise Secretary is added to the Auditors Division and comes under the Director of Auditors and the Course Administrator and Registrar remain with HCO (Saint Hill) Ltd.

The purpose of the Auditors Division is to make all auditors well trained and successful.

Enrolment in Academies, proper certification, enrolment at Saint Hill are all functions of the Auditors Division.

CF and Address comes under the Auditors Division-

Saint Hill News comes under the Auditors Division.

Keeping the Saint Hill Course fully enrolled is the responsibility of the Auditors Division.

Through HCOs in every area, a field auditor is appointed as the Auditors Division representative or Leading Field Auditors. This would be of assistance to the Auditors Division and to HCO Area Secs.

The aim of this transfer is to put all auditors in the world under one general heading and so get them trained and successful and to regulate practice.

HCO (WW) Ltd has as its purpose External Comm Lines and auditors are certainly those, so is CF and Address.

The Auditors Division and the Director of Auditors is under the Organization Supervisor of HCO (WW) Ltd.

The activities of Franchise should be co-ordinated with those of the Auditors Division (see Policy Letter of this date re Franchise Programme).

No other changes in this Division or activity are made.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, 64st Grinstead, Sussex

HCO POLICY LETTER OF 11 MARCH 1964  
**AUDITORS DIVISION**

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**NEW HCO WW ORGANIZATION**  
(HCO Area Sec: Please implement at once)

The Auditors Division of H.C.O. (W.W.) Ltd., has just been formed.

It is in the charge of the Director of Auditors at Saint Hill.

*Purpose of The Auditors Division: To make all the auditors in the world well-trained, properly accredited, successful and ethical.*

All certified auditors, HAS, HQS, HCA/HPA, etc., come under the Auditors Division.

A Leading Field Auditor is to be nominated by the HCO Area Secretary of every area. He or she will be appointed then by the Director of Auditors. In the case of several large cities covered by an HCO Area, a Leading Field Auditor may be appointed for each one, with a Leading Field Auditor for the entire area. The title for a Leading Field Auditor is the Leading Field Auditor of the Eastern U.S. (where several have been appointed for cities) and the Leading Field Auditor of Melbourne, where only one city is involved. The titles compare to HCO Areas and Scientology geographical divisions as will be released from time to time. The criteria of nomination should be "a successful auditor of good classification, preferably Saint Hill, who is not in conflict with HCO or the Central Org."

A Leading Field Auditor is expected to remain in good communication with Saint Hill and will receive his instructions through the HCO Area Secretary.

His or her final appointment will be by letter from Saint Hill.

The Leading Field Auditor should hold and take charge of all field auditors meetings.

The Leading Field Auditor may appoint a deputy and a secretary for meetings and other functions.

**THE AUDITOR**  
**SAINT HILL JOURNAL**

A new magazine is being issued at Saint Hill to be called The Auditor, the Saint Hill Journal of the Auditors Division.

A correspondent for The Auditor must be appointed in each Central Organization by the HCO Area Sec. This correspondent should keep the Editor of The Auditor informed of all Academy enrollees and graduates and data concerning them, changes of staff members in the organization, local news, reports on Congresses and various meetings and plans. Photos when available should be forwarded.

The Leading Field Auditor should appoint a field correspondent giving news about centres and various field functions, furnishing names of auditors and their activities.

Wherever possible a correspondent should send not only a person's name but also his or her address.

The heart of a good story for The Auditor is lots of names and what they are doing.

**THE AUDITORS DIVISION**

The Auditors Division is taking over all franchise, centre and field auditor coordination, mailings and service.

Certification will soon become handled wholly by the Auditors Division of HCO WW and organizations and auditors will only need to send in the names of enrollees and graduates. The certificate will be prepared by and mailed from Saint Hill upon the request of and evidence from the HCO Area Sec. This will not come into full effect for several months. Meanwhile existing arrangements continue.

**MEMBERSHIPS**

Arrangements are being made to streamline memberships. All existing memberships will be honoured. Local Central Organizations will also continue to have memberships in addition to the Auditors Division.

This Organization implements several of the basic functions of HCO on an International basis, in full cooperation with area HCOS, which it also coordinates.



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 SEPTEMBER 1964

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**POLICIES:  
DISSEMINATION AND PROGRAMMES**

Note: Most of the following policies are old, some only change emphasis slightly. This Policy Letter is released to help organizations cope pending the full review of policies now in progress. The policies written here are not likely to change.

The following policies regarding dissemination and services by Central Organizations and City Offices are effective at once or as stated.

**LETTER REGISTRAR CORRESPONDENCE**

THE LETTER REGISTRAR IS TO CORRESPOND ONLY WITH THOSE PEOPLE WHO ARE INTERESTED IN OR COULD POSSIBLY APPLY FOR TRAINING AND PROCESSING.

Persons who obviously would be unable to come for training or processing should not be corresponded with by the Letter Registrar.

Persons not eligible for training at the levels offered should not be corresponded with (mainly applies to Saint Hill or the special promotion of a higher Academy Course).

Persons obviously unable to afford training or processing should not be corresponded with by the Letter Registrar.

**THE LETTER REGISTRAR MUST NEVER INDULGE IN REPEATING "FORM" LETTERS.**

There is no point in repeating the same sales message over and over. Such a repeating message goes in the Continental Magazine (and the Letter Registrar makes sure it does get into the magazine and out soon).

**THE LETTER REGISTRAR ANSWERS THE QUESTIONS ASKED, DIRECTLY, PRECISELY AND OMITTS NONE.**

The largest error on a line and the surest way to cut it is to fail to answer all the person's questions.

**THE LETTER REGISTRAR MUST ENQUIRE OF CORRESPONDENTS WHEN THEY ARE COMING IN.**

To only acknowledge that a person wants to come for training or processing seems disinterested. The Letter Registrar wants to know when and how and for how much or how long.

**THE LETTER REGISTRAR MUST NEVER PROMISE MORE RESULTS THAN THE ACADEMY OR HGC IS SURE IT CAN DELIVER.**

If in doubt as to what the HGC or Academy thinks it can deliver, the Letter Registrar should consult with the D of P and D of T frequently.

The Letter Registrar is selling the reality of the D of P and D of T not the Letter Registrars.

**THE LETTER REGISTRAR MUST NEVER PROMISE TO HEAL ANYTHING.**

One can state there is hope, but nobody knows what elements will enter to prevent the accomplishment (family, accidents, etc.).

Further, the medicos love such letters.

THE LETTER REGISTRAR MUST NEVER ENCOURAGE KNOWN INSTITUTIONALIZED CASES TO SEEK SERVICE FROM AN ORG.

The randomness an insane person or the family can kick up in an Org is worth ten times the fee paid-and the fee is often returned.

Electric shock and lobotomy cases must not be encouraged to have org service.

Also such cases mustn't be wholly discouraged as they sometimes commit suicide when their hopes are dashed too hard. Direct them somewhere else for help-but never to a medico or psychiatrist. Tell them a quiet sojourn in the desert or something would be good for them. Something like that. Rest is the best "cure" anyway.

THE LETTER REGISTRAR IS NOT THE PERSON WHO ANSWERS THE ORG MAIL.

Letters to the magazine, to the D of P, to staff auditors, to the Extension Course, etc., are the business of those units, not the business of the Letter Registrar. The emphasis in Letter Registrar is on REGISTRAR.

The Letter Registrar gets prospects into comm and gets them in. See the first policy above.

Rigid adherence to the above policies and industrious use of Central Files (always prowling in it for prospects) can quadruple the org's income.

### MAGAZINES

The policies once extant concerning Major and Minor Issues of the Continental Magazine must be resumed at once. These are:

EVERY OTHER MONTH A MINOR CONTINENTAL MAGAZINE ISSUE MUST BE MAILED TO EVERY PERSON IN THE ADDRESS FILES.

This means every person.

A Minor Issue may consist of as little as 4 pages (one sheet folded once) or as much as 8 pages (2 sheets folded once).

It may have no cover other than the paper it is printed on.

It may not be enveloped but is addressed on the back.

THE EDITORIAL POLICY OF A MINOR ISSUE IS "GET PEOPLE BACK INTO comm."

It offers books, particularly new ones, some Org news, and invites Membership.

A MAJOR ISSUE OF THE CONTINENTAL MAGAZINE MUST BE MAILED OUT EVERY OTHER MONTH TO ALL ACTIVE PERSONS IN THE FILES.

Active means members and active files.

A Major Issue consists of 8 or more pages. It has a separate cover. It can be (but is not necessarily) enveloped. It contains some interesting technical data and results and the various list of items ordinarily advertised in every issue (Books, Memberships. Academy, HGC, Ext. Course, PE, etc.).

THE EDITORIAL POLICY OF A MAJOR ISSUE IS "KEEP PEOPLE GETTING TRAINED AND PROCESSED."

A Major Issue plan must be submitted to Adcomm before being made up, particularly the ad write ups.

An Adcomm may not reduce ads but may alter text of ads.

The Assn/Org Sec may override Adcomm magazine suggestions.

The Adcomm may not dictate reducing prices or advise "don't be so direct, soften up the ads, the public objects as "soft-sell" in a mag reduces income faster than

any other element and has nearly collapsed some orgs. Policy effective in all countries. The mag says "Come in. Get Processed." It doesn't say "Processing is awfully nice, you know."

**THE ASSN/ORG SEC MAY DIRECT MAGAZINE PROMOTION POLICY WHERE NOT IN CONFLICT WITH THESE POLICIES.**

To hold Production Unit Heads and the Assn/Org Sec responsible for income and yet not let them guide promotion is poor policy.

Make-up and editorship remains in HCO.

**A MAGAZINE MAY NOT PUBLISH TECHNICAL DISSERTATIONS, TECHNIQUES OR SUGGESTIONS OR MATERIALS NOT WRITTEN BY MYSELF OR TAKEN FROM MY LECTURES.**

The collapse of Elizabeth, New Jersey and Wichita has been traced to dispersal of attention in technical matters. When they started publishing everybody's technical ideas nobody could find out what Dianetics was and it ceased to be practised.

There are enough words of technical materials at Level 0 in my lecture tapes, books and articles. You won't run out.

**MAGAZINES AND ARTICLES MUST BE CAREFULLY EDITED AND PROOF-READ.**

We have caused more ARC breaks and lost more people through typographical errors, poor transcription and strange words not defined, than from any other causes. We know, now that we have the technology of study.

**PROOFS MUST BE MADE OF ALL PLATES AND TYPE SETTINGS AND MUST BE FURTHER INSPECTED BEFORE AN ORDER TO PRINT IS GIVEN.**

It is not enough to proof the original make-up and then let the printer run it off by photo-litho or letter press. Bits pasted onto photo-litho make up fall off, etc., and letterpress can be grim.

Have the printer take proofs of the copy submitted to and set up by him and proof-read them again before ordering the printing finally. It's easier to destroy a plate or a page lay out and re-shoot it or reset it than a whole edition! But don't rewrite the mag because you are proofing.

### **PRINTED MATERIALS MUST BE COMPREHENSIBLE.**

No strange words or upscale processes may be released in magazines as they ARC Break people. They don't know what the words mean and also get restimulated.

The results of higher levels may be mentioned. But no technical data should be published on how they are done. Example: You can say "Get Cleared" and say what a clear is, but may not use any tech data of how it is done by an auditor. Example: You can publish a graph or a cheering comment by a pc but not what was run. Example: You can publish a letter about HQS courses but must delete from it any mention of technical matters or interpretations. Example: You can publish an auditor's letter about running a successful PE but not how he ran it.

### **CENTRAL FILES AND ADDRESS**

**THE PURPOSE OF CENTRAL FILES IS TO COLLECT AND HOLD ALL NAMES, ADDRESSES, PERTINENT DATA ABOUT AND CORRESPONDENCE TO ANYONE FROM ANYONE WHO HAS EVER BOUGHT ANYTHING FROM THE ORGANIZATION.**

**THE ADDRESS FILES CONTAIN, READY FOR USE IN MAILINGS, ALL THE NAMES IN CENTRAL FILES AND READY REFERENCE DESIGNATIONS ABOUT THESE PERSONS.**

**ADDRESS IS THE NAME-STATUS INDEX OF CENTRAL FILES.**

The following policy changes some policies about retiring folders after 3 years.

TIME HAS NO RELATIONSHIP TO WHAT IS FILED IN CENTRAL FILES OR ADDRESS.

As of now, all files names must be restored to CF & Address. The only division is "active" and "inactive".

The simple test for "active" is do they ever answer?

The exceptions to the above are people who demand their names be removed and obvious "bird dog" names (people who are hostile such as a medico who wants our literature to eventually upset us).

Another exception to the above is the Saint Hill CF which contains only active auditors and Scientologists who buy books from Saint Hill or may come to Saint Hill. The test here is not if they have bought anything from Saint Hill but that they have obviously bought from organizations and may buy books from or come to be trained at Saint Hill. Franchise auditors are of course also in CF at Saint Hill.

LIST OF NAMES OF PERSONS WHO HAVE NOT BOUGHT ANYTHING FROM THE ORG MAY NOT BE PLACED IN CENTRAL FILES.

Field auditors sometimes send in lists of names. These are not put in CF.

THE PERSONS ON ANY LIST OF NAMES SUBMITTED MUST BE SENT AN INTELLIGENT INFORMATION PACKAGE AT ONCE.

No further action or record need be undertaken.

An Information Package should contain lists of books. If the person is interested he or she will order a book and only then will appear as a matter of course in CF and Address.

Such lists of names are merely typed on slips (dupli stickers). No Address plates are ever made from such lists.

NO INFORMATION PACKAGE MAY CONTAIN OR LEAD THE PERSON TOWARD CONFUSING WORDS OR TERMS.

This means one must be careful of what books and literature are offered in an Information Packet. However, by test, Dianetic books ARC Broke very few and most of such early books are adequately explanatory of their terms.

The only ways you will lose a person sent an Information Packet are:

1. Send literature containing words they won't understand.
2. Announce services they don't understand.
3. Make it seem hard to have any Scientology.
4. Try to sell them things they're not ready to buy.

### **COST OF SERVICE**

You must realize, despite propaganda about our expensiveness, that our services break into two parts.

- (a) Cheap, broad services for everyone.
- (b) Personal services at a much higher (but cheaper than any other field) price.

Don't get confused and try to make (a) expensive or (b) cheap.

Whenever I get a plea from some staff to "cut our prices" I now realize they haven't got (a) and (b) separate and they're confused and try to identify all service with all service.

Make our cheap services (PE, HAS, Co-audit, brief assists) very, very, very cheap. Give them away, in fact. This is broad, general Scientology. You have to spend money to give them away. The book auditor, the Extension Course, the dollar book, the magazine, these are all part of these cheap services.

Most orgs err in never really spending money on cheap services. They get all tied up with income needs and sell only expensive services and never get a whirlwind of interest going.



Cheap service costs the org money. You have to hire staff just to administer it. You have to have people to care for it. You answer letters from book auditors (but the Letter Reg doesn't) and PE people and greet out-of-Towners with a hostess.

You don't turn such traffic off because it doesn't buy. You form a place for it to come to like a public lounge. You give it tape plays. You whip it up to a roar. And you don't let it into your production departments or lines because it bothers these and upsets them.

For instance, you never give away an Academy Course. You always charge heavily for it. But you give public tape plays that train the "multitude".

ALL PERSONAL SERVICES RENDERED TO THE INDIVIDUAL RESULTING IN A GOOD PROCESS RESULT OR A WORTHWHILE CERTIFICATE MUST BE CHARGED FOR HEAVILY.

## **COURSES**

The in between on this above was the HQS Course. Hence the following training policies are adopted as of January 1, 1965.

ALL HUBBARD QUALIFIED SCIENTOLOGY COURSES MUST COST THE SAME AS HUBBARD CERTIFIED AUDITOR COURSES.

The policy of gradient course costs is abandoned as unsuccessful.

THE COST OF A CERTIFICATE COURSE MAY NOT BE LESS THAN ONE MONTH'S AVERAGE PAY FOR THE AREA IN WHICH IT IS GIVEN AND MUST BE IN CASH.

By average pay is meant the average upper lower class or lower middle class pay scale. (Example guesses: U.K. about *E50*. U.S. about *\$500*. Australia about *E75*. South Africa about *L80*.)

HIGHER LEVEL COURSES CAN BE CHARGED FOR AT HIGHER RATES (HCS AND HSS).

Have more courses of shorter duration with less in them.

The policy is-

DON'T TEACH CERTIFICATE COURSES OF MORE THAN ONE MONTH'S DURATION IN CENTRAL ORGANIZATIONS.

DON'T HOLD STUDENTS BEYOND ONE MONTH.

This requires more certificates and classifications to be used.

Example: Have an HQS Course lasting one month. Next year have the student back for his HCA. Next year get him in for his HPA, etc.

Make the student study at home "to get his classification so he can enter the next course" or "get some processing before next enrollment" if the student seems shaky. Don't hold the student on course because he's shaky. Give him his certificate and note what he has to do before the next one. Hold back classification if not sure.

PRESENT CERTIFICATES AT COURSE COMPLETION.

CERTIFICATES DO NOT DEPEND ON EXAMINATION.

ONLY CLASSIFICATION CAN REQUIRE EXAMINATION.

## **HAS**

The exception in courses is HAS which is a public course and cheap.

DO NOT TEACH PROCESSING IN HAS COURSES.

Teach only study, good definition materials, the philosophy of life, etc.

## **HAS CO-AUDIT**

THE PUBLIC CO-AUDIT MAY ONLY DO SUPERVISED ITSA.

No Clay Table, definitions or any fancy processes of any kind may be done in the Co-audit. Only R-1-C.

Co-audits will thrive if they're cheap and attendees only listen. Don't try for any results. If cases don't progress suggest HGC auditing at regular rates "since you're a special type of case".

## **HQS**

TEACH AN HQS STUDENT TO DO ASSISTS, 8C, HAVINGNESS AND TRIO WELL.

Whatever else they're taught, make sure they do the above well.

These were the howling successes of the late '50s. Polling all active auditors showed they had their best results and realities on these only. They're easy to teach. They work well.

Use the whole training programme for HQS but make them do these 4 things well as auditors and make them do them when they get out and process pcs. And they'll mostly win. Try more and they'll do them too badly and mostly lose.

## **HCA**

TEACH THE BALANCE OF REPETITIVE PROCESSES, THE AUDITING CYCLE AND METERS AT HCA LEVEL.

## **HPA**

TEACH CLAY TABLE HEALING IN HPA COURSES.

## **HCS**

TEACH CLAY TABLE CLEARING IN HCS COURSES.

## **HSS**

Until 1968 GPMs will be taught only at Saint Hill.

## **CLASS REVISION**

This gives the following table of certificates and classes.

PE-Level 0-actually begins the HAS Course.

HAS-Level O-Philosophy, study, no auditing but co-audit sign ups use Itsa. Consists of about 60 lessons, mainly about Life and What Scientology is and how to study "Learning how to Learn", vocabulary of Scientology.

HQS-Class I-Comm Course, Upper Indoc, Assists, 8C, Havingness, Trio.

HCA-Class 11-Repetitive processes, metering.

HPA-Class 111-Assessments, Clay Table Healing.

HCS-Class IV-Clay Table Clearing.

HAA-Class V-Not used just now.

HSS-Class VI-GPMs-Taught only at Saint Hill until 1968.

HGA-Class VII-not yet being offered but mainly OT type processes already developed.

This changes classification levels slightly at the bottom but only because it didn't work out well the way it was laid out. This must not interfere with the classification of existing Academy students because of this policy.

## **PROMISES**

### **DELIVER WHAT WE HAVE PROMISED.**

We must do what we promise we will do even when it was a staff member error. The best way to avoid embarrassment is not to promise what you won't eventually deliver.

Academy students promised on enrollment what they'll receive must receive it.

The above policy changes were made necessary by the policy that we must have shorter courses more often and by the following policy, now possible because of technical break throughs.

### **A COURSE MUST CULMINATE IN TEACHING A DEFINITE SKILL OR SKILLS.**

When you plan a course, plan to have the student able to perform a definite action well when he completes it. Don't have fuzzy generalized ideas of a course such as "teach him to be an auditor", "Make him a Scientologist" or "Make him a Class IV". Whatever you advertise as a generality, the D of T and instructors must, in their own minds think of making a student into an auditor that can do certain definite things, such as "run an assist, do 8C, do trio, run havingness". Then all training culminates in a skill and so can have a definite ending for both the student and instructor.

The other knowledge that makes an auditor and a Scientologist is of course strung out over these courses.

## **HGCs**

### **HGCs MAY OFFER ONLY WHAT THEIR STAFF AUDITORS CAN DELIVER.**

If the staff auditors are trained to certain processes the HGC can offer them. If the staff auditors are not trained to certain processes, they can't be offered.

## **PART TIME STAFF**

Clarifying the position of "consulting auditors":

### **NO HGC MAY "OCCASIONALLY" EMPLOY AUDITORS.**

This means exactly that an HGC auditor is a staff auditor all the time, week after week, or he isn't ever used. The confusion on this is the definition of "part time".

A "part-time" auditor is one who works part of the working week every week for the organization and always the same part of the working week.

**AN AUDITOR WHO HAS AN OUTSIDE AUDITING PRACTICE MAY NOT BE AN HGC AUDITOR OR STAFF MEMBER.**

**STAFF MEMBERS MAY NOT AUDIT OUTSIDE PCS OR RECEIVE MONEY FOR AUDITING STUDENTS OR PCS OUTSIDE THE ORG AND MUST BE BROUGHT IMMEDIATELY BEFORE COMMITTEES OF EVIDENCE IF FOUND TO BE DOING SO.**

For a staff member to do outside auditing for pay is very serious and can lead at once to an org's collapse (and has done so).

## **CONSULTING AUDITORS**

For an organization to hire an auditor "when a pc is available" is a grave source of trouble. The org is not able to train such staff or hold a standard and acts only as a procurer of pcs for field auditors. The public stays away from such HGCs in droves by actual test. The practice is called "Hiring Consulting auditors". It is forbidden.

It stems from a misguided effort to hold up units. It does hold them up for a while and then collapses the org.

It is unfair to the field auditor since he is just kept hanging on in some cases.

When this Policy barring consulting auditors was first issued, it was not meant to include "part time" staff. Part time staff is usually composed of non-practising Scientologists who audit week-end or evening pcs for the org and are on units every week, rain or shine. I am sorry if any ARC Breaks were caused.

### **ASSIGNING AUDITING TIMES**

**THE REGISTRAR MAY NOT ASSIGN TIMES FOR AUDITING.**

The most insidious practice the Registrar can drift into (next to not signing up anyone) is selling times of audit.

The Registrar has no business in that department.

The Registrar sells quantities of auditing and refuses to promise when. This, the Registrar must say, is a technical matter and up to the D of P.

**THE DIRECTOR OF PROCESSING MUST NOT ASSIGN AUDITING AT LESS HOURSTHAN12Y2PER WEEK.**

Exception: Where a special programme of 5 hour assists is being sold, the policy becomes "except not less than 5 hours per week for assists".

It is unfair to the pc to do the psycho-analytic nonsense of an hour or two a week as it doesn't even catch up with his PTPs and so wastes all his auditing.

Further an org can go broke doing this. Its staff auditors are so strung out in their assignments that they don't turn in a week's worth of work yet draw full units. It's a sure road to low units and collapse to go psycho-analyst on us and let the public buy an hour or two a week. Crazy in fact. I've seen it happen with fantastic upsets. The idea gets around: the public hasn't "got the time" for 25 hour intensives. It's just hearsay. In actual fact if the D of P says, "Look here, you won't get any good out of an hour a week. Just handling your current problems will eat up your benefits. Take a week off and get 25 hours" 80% of them will. The rest, the D of P says "All right, it's 2 1/2 hours a night for 5 nights, (or 12 1/2 hours over the week-end)". And they will do one or the other.

**AN HGC PC IS ENTITLED TO A CERTIFIED AUDITOR.**

The above is long standing policy.

**AN HGC STAFF AUDITOR MAY AUDIT ONLY PROCESSES WITH WHICH HE IS SURE HE CAN GET RESULTS.**

The above policy is a new stress on an old idea. The moral is, run staff training courses to get staff auditors up to running higher levels.

**ONE WEEK'S PROCESS (25 HOURS) SHOULD COST AN AVERAGE MONTH'S PAY (AS IN TRAINING).**

But processing of a special nature at higher levels can be charged at higher rates.

No policies or programmes not specifically changed by the above are changed. All other policies remain in force.

**L. RON HUBBARD**

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 DECEMBER 1964

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**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.

1. 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:
  - 1) 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.
  - 2) 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.
  - 3) Such licence can be withdrawn at any time.
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8. 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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HCO POLICY LETTER OF 28 FEBRUARY 1965

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**DELIVER**

Now that we can deliver, the first thought of every staff member in every Org from Saint Hill through the main orgs down to the smallest Franchise Office should be to deliver Scientology. training and processing to every person responding to their promotion. Books and all other items should be delivered effectively and rapidly to buyers. Certificates should be delivered to all who earn them. Classification should be delivered quickly to those who can pass.

The action of Promotion is to offer as many as can be reached something each of those reached will want and buy.

After Promotion obtains response, one must *deliver*. That means good case gains to preclears and students, good reality and useful knowledge and skill to every student.

Delivery, if not done swiftly and cheerfully and effectively, balls <sup>Lip</sup> the lines, retards growth and keeps everyone marking time.

The first job of the books personnel is to deliver books ordered. There is no other action to take. Just deliver. Keep the invoice line simple by simply invoicing everything ordered and note whether paid or not. In shipping books or such items not paid for, request the sum owing while holding the first invoice and when it comes let invoicing make a new invoice showing payment and let shipping relate it to the old. Refund overpayments regardless of what the customer said unless it's a donation. Keep book shipping simple. Deliver books. Be sure books are on hand and deliver them. That's all one does in Books.

When someone buys training, sign the person up and deliver the training and a good case gain too.

When someone buys processing, give them the processing called for at the pc's level whether you advertise you will or not and deliver a case gain and a completed level.

*Deliver*. When promotion has promoted a response, don't get chatty with the response. Just tell the person what it is, how much it costs, how easy it is and when he should get it; or to come in and get it, and *deliver*.

Promote, organize and *deliver*.

We can now deliver technically.

You don't have to "make Scientology work". You don't have "to alter it so it will work". You don't have to dream it up. All you've got to do is be skilled in doing exactly what's taught and you'll deliver handsomely. You can deliver it, so deliver it.

On a pc who has never been processed, do Level 0. Give him or her an HCO Board of Review certificate as a pc for that level when it is complete, when a pc has Level 0 Grade certificate, do 1. Etc. Boot them up as fast as you can. Do only what the Levels are. Issue a certificate when they're all flat on the TA for that grade.

On people who have been scattered through one or another of the levels, finish up

anything missed in the lowest level, then the next level, then the next, etc. When a pc has completed IV finally, be sure your staff can do VI on him.

To get an org or individual to deliver effectively, remove the distractions from the delivery channel, remove the barriers to delivery, detect and get rid of the non compliance to orders to deliver. And deliver pure Scientology, effectively.

Get a move on. Learn what's to be delivered and deliver it.

Same with a course. Deliver it and certify you have. That's all.

You're selling wins. Deliver them.

The whole human race is about to start going up. They'll move to the degree you deliver and no faster. So let's get the show on the road.

Nobody now has to do anything arduous. Just find people, make them want and pay for delivery and then deliver.

That's all.

Let's go.

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HCO POLICY LETTER OF 5 APRIL AD 15

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HCO DIVISION (1)  
ORG DIVISION (3)  
**LEGAL AND PROMOTION**

Policy: Legal activities, outside lawyers' or attorneys' suits, may not be under the Organization Secretary ever but must be under HCO.

*Reasons:* Persons connected to Finance value money too highly, being in charge of it and sometimes involve the org in needless suits.

Corporate structure is part of the office of LRH and new orgs and other orgs and requires legal primary connections. Therefore it is extra expense to have two legal departments.

Legal control is part of the functions of Justice which belongs to HCO.

Policy: Promotion expenditure must never be under the control of the Organization Division. It belongs solely to HCO.

*Reasons:* London in 1958, Johannesburg in 1964, to name two, went nearly broke when their economy curtailed magazine mailings and promotion.

The magazine costs and extent of mailing must never be controlled by anyone connected with Finance as they seek to save on it when they, quite properly, seek to reduce expenses on other things in the org.

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HCO POLICY LETTER OF 7 APRIL AD 15  
Issue IV

*HCO DISSEM SEC HA TS*  
**BOOKINCOME**

I have occasionally said that "book sales bring in the org income".

It just may be that the sentence has not been completely understood.

It does *not* mean "the money obtained from selling books will support the organization".

It does mean that if the following cycle is not in proper sequence, the org will *go broke*.

1. Books on Scientology placed in the hands of individuals in the public interest them in Scientology;
2. Their interest in Scientology causes them to want more Scientology.
3. Such individuals contact a Scientology organization;
4. If that organization handles the expressed want intelligently, the book buyer in 1 comes in for service;
5. If the book buyer in 1 is given good service, he or she wishes to disseminate Scientology;
6. If the original book buyer can obtain books on Scientology suitable for their friends, the individual buys more books;
7. If these new possessors of books want service, they contact the Scientology organization; and
8. If 2 to 7 is made to occur then the cycle is repeated with other people.
9. The original book buyer in 1 continues to get more service.

Now in step 4 above, wherein the original book buyer buys and is given good service, i.e. processing or training, the organization makes *all* of its stable income.

This is the original and basic cycle which brought an organization *into being* and *financed it*.

The cycle is augmented only by (a) how the original book buyer gets his book and (b) how he is offered *further* service.

These two things (how he gets the book and how he is offered further service) are the **WHOLE** of **PROMOTION ACTIVITIES**.

Promotion is never aimed at anything else regardless of how it is done.

The ideas used in promotion must

- (a) get books into the hands of people in the public and
- (b) offer such persons service
- (c) offer such persons already sold lower services higher services.

There is nothing more to it.

The basic approaches that get books into people's hands are

- A. Obtaining long mailing lists of people who have bought similar books

(health, mind, philosophy, mysticism, science fiction, self betterment, How to do it books), and sending them attractive fliers inviting them to buy Scientology books and arousing a want in them for the book.

B. Advertising books in magazines and other carriers of ads (even radio and TV) that make people want to buy Scientology books.

C. Personally contacting people, arousing their interest in Scientology and getting them to buy and read a book and also sending them in for service.

There are two additional methods, modifying C which have worked but are sometimes less workable than C but which cannot be neglected,

D. Personally contacting people, arousing their interest in Scientology and sending them in for service.

This last is done without selling a book. However, it will be found that most personal contacts require *some* form of a book, even a small pamphlet.

E. Getting people into congresses and PEs and other public events directly and selling them service.

The last two if only that is done, tends to get an uninformed and easily confused "public" into an org and rather tends to make the org into a clinic; not making Scientologists, the org soon runs low on personnel, bends toward a psychiatric authoritarian approach and the "zing" is gone out of the "field".

Therefore C and D should be tried but also an effort should be made to place books in their hands which they buy.

All this presupposes the existence of books and their availability.

Another pre-selection point is the offer of doingness type books. Do it yourself. "Any two people can . . . . ." or "you can . . . . ." "do what's in this book and get better". If the book **also** contains more theory than there is doingness for, a lot of people will want service too. This is the best combination. It gives us, too, the Book Auditor, a vital necessity in our ranks. This able, independent person becomes our best auditor when trained after a period of unschooled practice on his own.

When low supplies are carried or only early day publications are sold, the ability to deliver books suffers. The impact of fast-filled orders is lost and there is far less response.

Books have to be

1. offered with heavy impact;
2. have to be delivered fast fast fast to give delivery impact; and
3. contain material to fit the person's level so that want-Scientology is aroused.

A book is a test of reach. So we at once knock out those who can't reach at all and thus spare ourselves their troubles until we are big enough to run proper institutions and clinics for them. All the money in the world would not be worth the stall we would get from such an unwieldy "help me-e-e" mob.

Scientology planning is built to make the able more able, leaving the unable strictly alone for the while. If we do this, we grow. If we, like some foolish persons do, tie around our necks the unable, the helpless, the backward, we won't be able to move high enough fast enough to then afford to help the helpless.

Given total stability, one can pick up heavy rocks. Don't try when halfway over a flimsy footbridge! We would "save the helpless" at the cost of Scientology itself and that's not smart.

The plan is to establish Scientology to make the able more able, secure the conquered terrain and *then* help the helpless.

You see, if we lost Scientology, the hopeless would never be helped so that isn't very clever.

Like a Class Zero auditor trying to process a psycho we'd spin in unless we made tl~ds one dissemination condition.

Get them to *buy* a book.

Two first reaches, then, are required of the individual in the public

1. Reach for a book
2. Reach with a little bit of money for a book.

Thus we have automatically selected the less disabled.

Now if we require three more reaches

3. Reach for service; and
4. Bring self in to the org;
5. Reach with money we have now further selected out people and we have what able people there are around.

Given this as a group, we can then stabilize our position at a higher level, and we can reach a hand to those who can't reach at all,

This state has not been attained yet. It will come in a few years.

Hence, all these things are meant when I say "books bring in the org income".

The cash they bring in from book sales is just about enough to sell more books. It is trivial.

The cash such persons spend then in the org on service is enough to finance our forward thrust.

Because they *are* able already our training and processing now shoots up their income potential and they actually can make a lot more than they spend in the org.

On this income the org eventually can attain organizational stability, buildings and all that.

But more important by good service we raise the ability of the already able people.

And with that we have lifted ourselves up as a group to the ability to help even the helpless. We'll be able to afford it.

We retard or fail to advance then to the degree that we

- (a) Seek to service the helpless
- (b) Fail to sell books
- (c) Don't furnish good service.

Those are the 3 FATAL errors we can make.

Avoid them, promote and sell books to an ever-widening sphere, give excellent service, increase the org's stability and we'll make it like a walk in the park.

*That's* what I mean when I say "book sales bring in the org income".

More than the org income. The sale of books, all other steps being in place, will bring us a Scientology world.

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HCO POLICY LETTER OF 16 APRIL AD 15  
Issue III

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*ALL DIVISIONS*  
**HANDLING THE PUBLIC INDIVIDUAL**

We have learned the hard way that an individual from the public must *never* be asked to DECIDE or CHOOSE.

Examining experiences we have had, I finally saw there was a hidden datum we had not been aware of in our orgs and particularly in handling the public. I finally dug it up and here it is:

TO DECIDE ONE HAS TO UNDERSTAND.

Examining our big org chart you can see quite plainly that *Understanding is* higher than the Point of public entrance into processing.

Example: Mr. J is offered Particle A. He can accept it just because it is offered. He does not have to even perceive it or talk about it or recognize any condition. He needs to see only two things-(a) That it is being offered by somebody or something (*source*), and (b) that Particle A *exists*. All you have to do is show him where to obtain it and that it exists. This is acceptance without decision. Therefore he can have it.

Example: Mr. J is offered Particle A *or* Particle B. Now we have an entirely different situation. Mr. J must *compare* Particle A and Particle B in order to see which is best. Therefore he must see where each comes from (*source*), that each *exists*, establish the *condition* of each particle, *communicate* with and about them, *perceive* them, relate them to each other (become *oriented*), *understand* them, be *enlightened* and finally decide (establish own *purpose*). If he can do this Mr. J can choose which he should have, A or B. If Mr. J can't do all these things, Mr. J is overwhelmed, gets confused and takes neither. One has asked Mr. J to jump up a lot of levels. Actually the ordinary Mr. J, when raw meat and even not so raw, would have to have a Grade IX Certificate to obtain a Grade I Certificate. And that of course is impossible.

The door, then, is *barred* utterly for the majority of people into *any* department or function or org, let alone the promotion and accounts functions.

The moral is very plain. Never ask anyone in the public or field to Decide or Choose.

Erase from our org patter "Which do you want, Mr. J?" Don't ask which course, or what pin or what book or which auditor or what door or what time he or she wants to start anything or which door or which road or which membership.

Cultivate totally on a staff a didactic but pleasant approach. "Your intensive starts -." "This is your next book -." "Your next course should be taken on -." "Go to the third door." "I see you're a pc. You go up to the second floor

Erase even the banal "What do you wish?" or "What can I do for you?" as even that throws confusion into it.

Example: Miss N has heard of processing. She wants some. She never did *decide* to want some. She just wants some. Now to ask her to decide *anything* about it blunts that purpose. It is a thin purpose. It quivers. Don't ask her does she want a book or want training or want a pin or want anything else. Say only "Ah. You want processing.

That is a good thing to want. Be here on Monday and bring funds." That's all. For heaven's sakes don't *sell* her processing or books or alternate schedules or ask her if she can pay or anything. That *want* is frail at best. Don't crush it! If she says timidly, "I only have - funds," say, "Good. Bring them, you can owe the rest. Be here on Monday."

In short MAKE Miss N RIGHT for WANTING, thus intensifying the want. Make her RIGHT when she talks about money. Then, being right, she *can* come in Monday. Simple. Chances are, even if she works, she'll still come in.

When she comes in she says, "I'm Miss N. I'm here for my processing." Reception MUST say, "Ah. You're Miss N. Good. There's the Accounts window. Sign up there." The Accounts says, "Here's the slip. Sign here. Take the slip to Room -." Reception says, "This way Miss N." Estimations says, "Let me have your Accounts receipt. Good. That's fine. Have you been processed before? No? Well, you soon will be. This way please. Your auditor is waiting." The Auditor says, "Over here, please." Adjusts the pc's chair, etc, and sits down and says, "Start of Session." At its end he says, "Be in this room at -" for Miss N's next. And so on. When she gets her Grade Certificate she's told, "That means you're a Grade 1 preclear. Get the book - down in reception. It will tell you all about Grade II." Miss N throughout is *never* anything but 8c'd. The general promotion told her what to want by saying she could *have* it. She expresses the want. The org people say, "That's a good thing to want. You can have it." And give it to her.

That's all.

Just as you'd never ask a pc which command he wanted, you never ask the public individual to decide.

You can teach them anything, particularly the truth. But never ask them to decide.

By processing up through the grades this person will soon begin to see and be there and understand and decide. And she'll surely decide she's a Scientologist as it's true all the way!

This is new Admin tech.

You will see us knocking out now all requests to choose in all promotion and in all routing of the public in'an org. If we do so we will succeed beautifully.

### **THE FUNDAMENTAL**

There is an even deeper fundamental at work here. It is quite startling.

You cannot get a flow without agreement. Examine your ARC triangle and you'll see why.

This is why an org won't J7ow traffic when Policy is out or not formed.

That's why any policy, agreed upon, is better than points of individual decision on flow lines.

It's not that people can't decide in orgs. They can. *But when* a staff member makes an individual decision not laid out by policy, the flow *stops*.

Thus all flow and traffic lines including people and money and despatches will flow smoothly and rapidly only so long as the decisions that can be made are also part of policy and are simple decisions.

**THE RAPIDITY OF PARTICLE FLOW ALONE DETERMINES POWER.**

Thus an org's strength and its sphere of influence and domain are all regulated by the *speed* of flow, both inside and outside an org!

And an org particle inside or outside an org (promotion, books, people, money) flows as fast as it's free of independent, unagreed-upon decision points.

Example: A flow line can go to A or B. Unless policy says "If it's above 80 it goes to A. If it's below 80 it goes to B," then that particle becomes the subject of a decision that is not covered by policy and *the flow stops*.

You can have a lot of choices on a Comm line or traffic line but *none* may be random choices made by an individual at that moment. The flow will stop, not because the decision is wrong but because the next point on the flow doesn't know what it really is and so can't handle it except slowly or by stopping it at least to think it over.

An org full of individual *decision points* not covered by group understanding is no org at all and will fail. It is a bunch of individuals working at cross purposes-each person okay, but the combined strength of the "org" is only that of one person in a state of confusion!

When the public is also being asked to decide about coming into an org full of individual decision points you get a total collapse.

The new Org Board overcomes all this. It has the choices laid out by policy and org form and formula. So it can grow, will be easy to work in and will remain a happy place unless somebody puts in some new decision points not on the chart. The result will be stopped flows, no traffic, no money, no org.

Never put in an "Individual random decision point" on a chart! That's the moral.

Then all staff can look over and see easily on what's decided where.

A multiple decision point can work providing only that all the decisions to be made are already known to all. Take a Communicator. She has to make many "decisions" that are known in advance. Which basket does what dispatch go into? That's an easy multiple "decision" providing the Org Board is easy to read and staff understands it and is doing the jobs for which they are posted. The line stops when the posts cross or aren't being handled, or at an "individual decision point" not then easily knowable to the staff.

This was the main problem in working out the 1965 Org Board. For the first time even my own post was being clarified by the need for knowable decision. Every post on the Board is like that. And it was all worked out. It could not have been worked out at all unless I had found some of the most fundamental formulas of this Universe. The type of pattern used kept one org going for 80 trillion years, believe it or not. And to that was added some very basic laws that had been overlooked by that outfit and which caused its eventual decay. It couldn't correct itself!

We aren't actually radically changed by the Org Board as all our own customs are functional on it also.

But it will flow and prosper as long as the decisions to be made are known already. Example: A bill disputed decision = deposit sum in Reserved Payment Account and get the bill straight then pay right amount. Example: Policy says Blue Students. They seem to be aquamarine coloured not blue. Report it to the Inspection and Reports Dept with all data. Inspection and Reports inspects and reports to the Office of LRH and policy is adjusted everywhere. Now we can handle aquamarine coloured students-or see that the Office of Estimations is forbidden to wear sun-glasses while estimating! And while the policy is under adjustment we stick by known policy until adjusted.

Frankly, the 1965 Org Board pattern, as posted, gives all the routing hats and

therefore the "decisions" are already visible. If a flow stacks up or a basket fills, or trouble occurs, we have an overload or an absence or an injected "individual decision point".

Far from robbing anyone of self determinism, the 1965 board is welcomed by sighs of relief. Even I was glad to get my own work onto it. The whole room went bright when I cognited "Gee, this is what everyone is trying to do to *me*; make me an individual decision point!"

One puts one's *baskets* and one's "*hands*" into the lines and *acts* on the lines. One doesn't put his decisions on the lines as the lines then hit him! A postulate or a decision is too close to a thetan's identity! It confuses him and makes him feel *hit* personally by the Communications when he has to newly decide on each one. If the decision is already there, A or B, he can *then* route with his "hands", not with *himself*. If he is always newly and randomly deciding he gets carried eventually on down the comm line himself and goes off post! A thetan can handle a vast volume of action so long as he doesn't have to make a strange or fresh decision in each act. We can tell in orgs *who* is making fresh individual decisions as that person has to bring each of his own dispatches in personally. (We call it, "bringing a body".) He routes himself too! Only a Communication runner who is involved only with who and where can do this safely as *her* decisions are known beforehand. Thus she can move on lines with impunity. Note that she only stops when she has to figure out who has now gone where and why she was not informed! Otherwise a Communications runner could go through fire and war with impunity without a pause so long as the who and where are known. Thus an investigation's personnel cannot also be a communications personnel Without going half mad! But an investigation's personnel with *her* set of "who to look for and where" can move swiftly too! They (the communications personnel and the investigations personnel) have entirely different *previously known* decisions to make. Both are who, wheres. But the comm who, where is the comm station of a known person. And the investigation who, where is composed of *types* of whos and *reported* wheres. The purposes are different. The comm personnel sees to whom and where and delivers. The investigation personnel sees what and finds out whom and where and reports. Other staff must know what decisions these two will make. Other staff sees a jam of traffic and will feel comfortable if a Communicator predictably sends an expeditor to help clear the jam. Also, seeing a confused area, other staff will feel all right about it if an investigator pops up and finds out what and whom and reports it accurately for a predictable decision. Thus a staff trained in the pattern of decisions that will be taken by the various departments only complains when somebody green puts somebody else's traffic on their lines or leaps in investigating the maintenance men when it's a bulldog a pc brought to session that's howling. Things get *predictable*. One sees a pile of traffic growing, one knows an expeditor will show up. One sees a student blowing, one knows an investigator will show up. One can live in a *predictable* environment. One gets nervy only in the presence of unpredictable decisions. Want to know why wog courts make people nervy? Who can predict a wog court decision? Who can even predict the sentence man to man for the same crime? It's not knowing that makes men stupid. Part of knowing is "In a given situation what should be decided?"

Only a new knowledge of universal laws has made it possible to make such an org pattern, for its decisions are then basic in every person and the universe in which we live. We need only avoid *bank* dramatizations to own the lot.

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HCO POLICY LETTER OF 18 APRIL 1965

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*ALL SCIENTOLOGY*  
**PRICES LOWERED BECAUSE OF NEW  
ORGANIZATION STREAMLINE  
COST OF TRAINING, PROCESSING  
AND BOOKS LOWERED BY NEW  
DISCOVERIES**

*Cancels HCO Policy Letters:-*

19 Oct 1964	Pricing Formulas
30 Oct AD14	Mailing List for Franchise Holders
31 Oct 1964	Issue II: Current Policies, Orgs & Franchise
3 Dec 1964	Pricing Meetings Final Policy
23 Dec 1964	Field and Public Programming
15 Mar 1965	Issue II: Only Accts Talks Money
22 Mar 1965	Saint Hill Services, Prices and Discounts

Scientologists may now have a Membership Free.

And all prices and sign up procedures revert to 1964 levels and conditions. We are retaining all that was good of the programme such as obtaining funds and heavily advertising books. We are only cutting out discount puzzles and raised prices.

I have answered your request that we do so by streamlining orgs and I have returned you to the 1964 arrangements that you did like and wanted. We can do this because of costing lowered by our new organizational pattern.

All International Memberships recently purchased will be extended 6 months free.

The Professional Auditors' Bulletins (the PABS) will no longer be shortened and will be restored to their old format and are to be sent to all International Members regularly. They will contain the tremendous backlog of invaluable data of HCO Bulletins of 1964. HCOBs printed in it will come on up to present time and will continue to be issued as PABs as before.

The higher prices and discount plan of early 1965 are rendered unnecessary because of *technical* and *organizational* advances.

**LOWER LEVELS**

The technical advances which came from the level above clear when I contacted it, opened not only the top, but the *bottom* of the levels and I found many new ~4 sub-zero" levels and developed many of the processes that go with them. This lets us undercut the toughest cases we've ever seen in the fastest possible TIME.

**DISSEMINATION FORMULA**

Also, I have discovered and developed the long awaited *dissemination formula* which makes it a walk in the park to easily present Scientology to even the roughest objector, much less decent people.

Its drills just need to be written up in Bulletin form and they will be part of the PABs in due course. You will get the PABs with your International Membership.

**FIELD STAFF MEMBER**

With the Field Staff Member programme and lots of book auditors we don't want a complicated price programme to stand in anyone's way now.

**FIELD AUDITOR PRICES**

All Field Auditors and Centres are now being required to return to the 1964 price level of their Continental Organization and may not charge more or less than those prices.



Such auditing is not supervised from Saint Hill. Only HGC and Academy auditing and training is supervised by me.

To charge a fee an auditor must be Classified up to the level being run for fee.

### **ORG PATTERN**

The new org pattern makes for a somewhat less costly org per person trained or processed so the prices can be dropped back.

Also volume will be rising.

### **NEW BOOKS**

I am holding up new books here until orgs are better able to care for very heavy traffic flows. The new books will increase the volume again.

Before we start pouring new public in we want to clean up all our old clearing contracts and our existing field auditors and Scientologists. This should take about a year. After all, they have first call on org services and we'd better not start such a heavy flood of business that the old timer will be crowded out before his case and training are up.

### **PLANNING**

I've been working to remove any obstacles in the way of the training or processing of any old time Scientologist.

If we can get all our present people well up while we still have breathing space, their help will be invaluable as we spread out.

Therefore, consider the 1965 discount programme run out and erased. We don't need it and you found it hard to understand.

Things are as they were in 1964-same prices, same services, same courses-same people, but the orgs with a new streamlined pattern based on technology taken from the high levels above clear.

I'm glad to be able to give you this break.

And I'm going to need every last Scientologist in the world as highly trained and processed as possible.

And so I have swept aside all the blocks I could. We must we can get the show on the road in time.

So let's get the show on the road!

L. RON HUBBARD

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[Policy Letters referred to on previous page may be found in Volume 3, pages 95-127.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 27 APRIL AD 15  
Issue II

**ORGANIZATIONAL  
PRICE ENGRAM**

Remimeo

It's an awful good thing I found *the* engram in organizations before we released the new pattern of orgs and began to expand.

Had I not found it we would have expanded to insolvency!

A *few* suppressive persons with their "everybody" and "they" have here and there over the years set up a price ridge between orgs and public.

"You charge too much!" "Money" "Prices too high!" combined with "everybody thinks" and other generalities have made executives believe that the public won't pay.

Not detecting the true reason for this attack, the executive swallowed it whole. The true reason is a suppressive reason-if we don't charge we will vanish.

A guilt complex (I won't use a Scientology term on anything so low) arose about money.

Accommodatingly around the world org Scientologists tended to cease to exist financially. All to please Jo-jo the famous loop of Capetown or Too-Too the famous paranoid of Sydney or Gut-growl the renowned psychotic of Washington or Oh-no the wildly celebrated pervert of Los Angeles or Sinangulp the loudest mouth in Johannesburg.

These ARC Break specialists howled so loud their minority was overlooked. They wanted us *gone*. We *helped* people. A dastardly act.

To prove it, Sinangulp tried to give away Johannesburg's buildings! And stole HASI's equipment and tapes and recorders!

Staffs resenting these attacks, resisted. But gradually succumbed.

Covertly prices were lowered.

Very covertly.

While still reporting and advertising high prices some orgs were charging very small prices.

It's a case of how crazy can one get.

It's one thing to advertise the discounted price. It's quite another to *only* advertise the high price while secretly selling at a ridiculously low price.

The tendency then against which we must guard is covert lowering of prices once set.

The prices given me last year for use in computing a discount programme were in some orgs higher than the actual price taken by the org.

Therefore, when we went on the early 1965 programme, the lie about former prices made it appear to the public in some areas that we had raised prices from 400% to 1000%! Hence, no business and the Jan-Feb slump.

It's good this happened while we were still small in orgs. For had we expanded without discovering this the tendency of secretly lowering prices would have wrecked us. The bigger we got the broker we would have been and the poorer the staff.

I now know why staffs got higher than average units on proportionate pay when I managed an org personally. I just didn't cut-rate things. And the public paid happily.

The lesson we have learned and which we must never lose sight of is that secret price cuts by separate orgs and discounts can undermine all financial planning and lay in an engram that can destroy all expansion.

Hardly one price actually collected in the world was the authorized price or the advertised price. And when the false data was used for planning the public was confronted with a HUGE increase even in the discounted price, which was based on reports that made the discounted price equal to the advertised 1964 price. But that reported 1964 price was not the price received for service.

I personally am of the opinion that even top executives in orgs did not know what their staffs were charging by the org.

What it amounts to is that a big false report by orgs lay behind the 1965 Jan-Feb slump. They did not report their actual low prices, only their advertised prices.

Therefore we can draw up some policies on prices.

1. The advertised and reported price of anything sold by an org must be the actual price received by the org for that item.
2. There may be no hidden discounts, trick reductions, whims or favours given in pricing.
3. Merchandising by advertising that prices are going up soon is forbidden.
4. Anyone covertly reducing prices is guilty of suppressing an org which is a high crime.
5. Any price passed upon at Saint Hill by myself may not be changed for anything by anyone else in any org.

And finally:

6. Efforts to reduce prices below a set scale will be considered suppressive acts.

I can easily handle a situation when I have all the data. It was easy to re-shuffle programmes to get us again into an income range where orgs and staffs will prosper and which pleases the public. But it was a lot of worry until I got the real story.

We have learned some valuable lessons by the Jan-Feb 1965 slump.

And we were saved by the bell. We didn't have a public book pouring in people and we didn't set up the orgs to boom. Had these two things been done, without my establishing a programme which started the rabbits out of the brush and into view, we would have been wiped out by a boom.

Now we can plan with a better reality and set up the org and release some popular books and boom.

The only other datum on this also teaches us a lesson. Earlier in 1964 a query to all orgs about their prices elicited a good response. I several times asked for those despatches to be collected in a folder and given to me and it was not done. In the press of things, I didn't notice I was getting a non-compliance here and so never saw them until last week. However those price reports too were not correct. And I did have other data given me later in the year of 1964 on prices and National Councils did inspect the raises without comment.

There's no mystery left about this-the price data given by most orgs for planning were not the prices actually paid by the public-and orgs sold things for far less in most cases than what they said they did. And the '64 discount complexity was greater than the '65. The engram was that prices were covertly reduced and the new prices of 1965 were thus many times the old.

Don't listen to suppressives. Turn them in to HCO. And hold the prices set. And tell me the truth.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 MAY 1965  
REISSUED 4 JULY 1970

**CLASSIFICATION, GRADATION AND  
AWARENESS CHART**

Remimeo

You will find a chart enclosed in the Auditor Issue 8. It covers many things.

There are about 52 levels of awareness from Unexistence up to the state of CLEAR.

By "Level of Awareness" is meant that of which a being is aware.

A being who is at a level on this scale is aware only of that level and the others below it.

To get a case gain such a person must become aware of the level next above him. And so on up in orderly sequence, level by level.

If you skip a person on one level several levels up, he or she will experience only an unreality and will not react. This is expressed as "no-case-gain". On the E-Meter it registers as "No Tone Arm Action" meaning there is no meter registry of change on the meter control lever (tone arm).

A person audited a bit below or at his level of awareness gets "Tone Arm Action", Case Gain and has cognitions (new concepts of life).

A principal contribution of Scientology is the technology necessary to change people so that they progress into higher states of ability when processed on the exact processes required by an auditor qualified by training to apply the processes expertly.

It is not only general ability that increases, but IQ, renewed livingness and the skill and ability to better self and conditions.

The state of homo sapiens runs from around -4 down to the bottom. Normal is probably much lower.

As you study the chart you will see it is a road map upward.

On the left we see the Class of the Auditor necessary, to take the person up as well as the Grade the preclear reaches.

In the next column we see his certificate name, obtained through his training at an Academy and, later, Saint Hill.

Then we see a very general description of the processes used on that grade.

The next column shows what pcs a classified auditor can audit. He can audit anyone at his Class numeral or below. He cannot audit pcs higher because of course he has not been trained to do so and is likely to have upset pcs.

The final column shows where the certificate and class is obtained.

## THE BRIDGE

This is the famous bridge mentioned at the end of Dianetics the Modern Science of Mental Health.

It is now complete and is functioning. The being enters it from somewhere in the minus regions as a Beginning Scientologist and moves on up. At about Grade 11 he has definitely reached Homo Novis. He becomes a RELEASE somewhere between II and V. And he becomes CLEAR at the top of VI. The state of Operating Thetan is attained above VI and is a Grade VII.

For Man to have this at all is quite remarkable. He never had it before since we find him improving but still, on the average well below -4.

By following this chart one can make RELEASE and then CLEAR.

Up to Grade V one of course has help. But above that technical limitations bar completely the idea of CO-auditing. Some auditors will attempt it, themselves very far from there case-wise, and some have tried to show untrained pcs how to "solo audit" with a meter. The common result is that the pcs eventually collapse in a total overwhelm as they are not trained to handle such forces and so it is a cruel thing to do.

The preclear moves safely on the proper bridge and somewhere along the line must be trained in the classifications that match his Grade. Then (and only then) can he make it all the way.

One can be audited quite a ways. Then he had better get trained from zero on Lip.

You see here some new certificates. These were made necessary by the gap which existed between the higher toned public person (-5) and the beginning of the span. We had to have a longer approach to the bridge. And so we put a certificate ladder there.

Beginning Scientologist is given for a PE and so on up as the chart shows.

The Class material has not been changed. If anyone has a Class Zero lie is still a Class Zero but we will give him a new certificate to replace his old one. And so on. There is no change in Grades and Certificates from Class 11 up. Class V has been blank for years. Thus there is a proper certificate there, the HUBBARD VALIDATED AUDITOR. It says this auditor has been through a review of all his lower skills plus new ones and can jump off now for Solo and CLEAR.

Previously we not only did not reach into the average homo sapien's awareness but we also had no means of touching cases much below -4.

You are probably intrigued by Class VII. These Power Processes are what the CLEAR (or Auditor almost there) audits on low level pcs. Auditors below that case level can of course run them a bit but the processes shortly cave him in. These processes are only available at Saint Hill as they have just recently been perfected and an auditor to do them without danger to himself or the pc has to have *iiitertied* at Saint Hill as a Saint Hill HGC staff auditor, not the same as a Class VI Saint Hiller.

The thing to do is start in your local Academy at zero on the chart and move on up.

Today that is faster and less expensive than you would think.

There are two courses to one class. First one does the Certificate Course (Theory) and gets his certificate. This takes the average student about two weeks. Then one takes the Classification Course (Practical) for that class and gets his Provisional Classification. Every auditor must be classified now. This again takes the average student about two weeks. All the courses from Class 0 up to IV are arranged that way.

The material has been streamlined. Class V, obtained at Saint Hill, is longer (and remains the same price as always) as it reviews all the classes and retrains where necessary and awards permanent classification for all the lower certificates as well as Class V.

Some auditing occurs in the classification course and group auditing occurs daily.

An unclassified auditor cannot charge a fee for auditing a grade he is not classed for and if he is turned in to HCO because of it the pc can regain all the fee from him. We must make it a safe bridge. Our entire Ethics system is formed just to make it a safe passage for the pc and to hold the bridge together so it can be crossed by Man.

Auditors routinely make Releases with Academy courses today.

Auditors graduated from the Saint Hill course can then take the final steps to make themselves clear and Saint Hill Interns are trained to make Releases of the lowest cases.

Training fees are uniform in the US now at \$100 for each course. In all commonwealth countries the cost is £28 a course *sterling* (convert to local currency). There is one course for Certificate, followed by another for Classification.

Field auditors can charge anything they like for HAS and Beginning Scientologist courses. And Hubbard Book Auditors can become HQS through extension courses. Your org may possibly give the lowest colirse free and charge very little for the HAS.

My job is to give you the materials to make Releases and the skill to make Clear. I have done and will do everything I can to help anyone attain these hitherto unreachable heights of life and ability.

The bridge is not only *in*, it is functioning every hour right now. Book early. The traffic is heavy already. And auditors are the scarcest and most valued beings on this planet.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 JUNE 1965  
Issue II

Gen  
Non-Remimeo  
Division 6 HATS  
HCO HATS

*Division 2*  
*Division 6*

**AREAS OF OPERATION**

It will clarify most points of confusion between Division 6 (Distribution) and Division 2 (Dissemination) if one keeps in mind just these two data:

DIVISION 6 HANDLES THE PEOPLE WHO HAVE NEVER BOUGHT ANYTHING FROM AN ORG.

DIVISION 2 HANDLES PEOPLE WHO HAVE BOUGHT SOMETHING FROM AN ORG.

You will see at once then that Central Files is not the property of Division 6. For the rule of what goes into CF is "has bought something from an org".

Mailing lists of persons who have not bought anything belong to and are used by Division 6. Division 6 cuts 3 duplistickers of each address received, sends 3 Info packets and forgets it. The person may then appear in CF.

The statistic of Division 6 most given attention, then, is the increase of names in CF (not in Address).

One sees then that Ltr Reg does not belong in Division 6 as the Ltr Reg writes only to CF people.

Mags don't belong in Division 6 because mags go to people in CF.

Info packets do belong in Division 6, book selling, etc, etc, aiiythii7g with green public connected with it.

This seems to say then that the BS course (or old PE) was Division 6 and so it is. But it is conducted for 6 by the Tech Division in an org. But all the lower non-level courses (BS, HAS, HQS) are taught in the field under Division 6.

Extension Course is sold by 6, taught by the Tech Div.

Division 6 has press relations, public advertising, field staff members, franchise, etc, etc, all of which is the reach to the broad public.

Scientology will grow if Division 6 reaches the broad public. Scientology ceases to grow where an org cannibalizes off CF only and has no Division 6.

Info packets, new mail lists, book sales, ads even for the BS Course and even personnel are all Division 6.

Get it?

If Division 6 were allowed to cannibalize off CF there'd be no growth, so it can't have CF. It *builds* CF for the org.

New unreached bodies = Division 6.

People who have no real org business = Division 6. The broad public and unreached areas are reached and owned by Division 6. Without it we never grow.

L. RON HUBBARD

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

**HCO POLICY LETTER OF 27 AUGUST 1965**

Gen Non-  
Remimeo  
Dissem Sec Hat

**DISSEM SEC HAT**

The following Policy Letters are essential to the hat of Dissemination Secretary. They must be known and followed by Dissem Sees. Within one week of the receipt of this Policy Letter, each Dissem See in every org or any person acting in the capacity of a Dissem See in an organization, must be checked out on the following Pol Ltrs. Evidence of having been so checked out must be attested by the Examiner and sent to the Department of Inspections and Reports WW, Saint Hill.

1. 22 April 65: Booklets, Handouts, Mailing Pieces
2. 22 July 65: Dissemination Materials to Saint Hill
3. 16 July 65: Continental Magazines to Model after Certainty
4. 7 July 65: Photos, News and Statistics for Mags and Auditor
5. 28 July 65: Handling of Photographs
6. 16 April 65: Handling the Public Individual
7. 6 April 65: Letter Reg Hat

HCO Exec Sees must also be checked out on above and have evidence submitted as above that they have done so.

Note: On 1, 2 and 3 Policy Letters above, there have been frequent non-compliances. Note that Admin Ltr of 19 April 65 is cancelled or superseded by later policy.

Dissems are not supplying the materials asked for in 7 July 65 Pol Ltr above. Complying with that policy will greatly help publicize your activities in your own areas as well as help world wide dissemination. By not sending lots of materials to the Auditor so they can be selected for use, you cut back your dissemination in your own area.

Note that in 3 above, as "L. Ron Hubbard" is the editor and founder of Certainty, the same goes for your mag.

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David Ziff  
by and for  
L. RON HUBBARD

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

**HCO POLICY LETTER OF 30 JULY 1968**

Remimeo

**GROSS INCOME SENIOR DATUM**

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. IF THIS IS NOT KNOWN AS A SENIOR DATUM TO EXEC SECS AND KEPT IN BY THEM THEIR CONDITION IS TREASON.

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L. RON HUBBARD  
Founder



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 AUGUST 1968  
(Originally a Sec ED)

Remimeo

**LEGAL AND DISSEMINATION**

*Never* stop dissemination to iron out legal! *Never Never Never*. The \$250,000 LA foundation folded because it did just that under Admiral Scoles and J. B. Farber.

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Founder

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HCO POLICY LETTER OF 24 AUGUST 1968

Remimeo  
All Franchise and  
Orgs Division 6  
Hats

**DISSEMINATION**

A PC RARELY DISSEMINATES. ONLY AN AUDITOR DISSEMINATES.

We know this from experience.

Thus an Org which makes more pcs than auditors will tend to collapse.

Also an Org which makes only pcs will collapse.

So always make an equal number of auditors and pcs or more auditors than pcs.

This will ensure dissemination to the field as the auditor will understand what he is disseminating and will therefore be successful.

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Public Aide  
for  
L. RON HUBBARD  
Commodore

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 SEPTEMBER 1959

Ltd  
HCO Offices

**HCO BOOK ACCOUNT**

On receipt of this Policy Letter, HCO Secretaries everywhere are to make arrangements to open a new account in the HCO Account called the "HCO Book Account". In this account must be placed all monies obtained from the sale of books and tapes.

This will enable us to see at a glance what sums are available for the printing of new books. Hitherto this money has apparently often been swallowed up in running expenses.

From time to time surpluses will be used for printing new books and other promotional projects, both local and worldwide.

The Account should have the same signatories as the regular HCO Account.

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Peter Hemery  
HCO Communicator WW

[This P/L was also reissued from Washington as HCO B 9 September 1959.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 9 SEPTEMBER 1959

CenOCon

**CBMT ACCOUNT**

It has been stated in the past that all Sterling area HCO offices would pay London and any other bills on the Central Organization's CBMT account, in return for receiving all book stocks of the Central Organization. However, Jack Parkhouse has suggested a more equitable solution to this situation and his suggestion has been passed by Executive Director.

All HCO Sterling Area offices will now submit a report to each Central Organization of the total stocks which it received from the Central Organization and the pound value of such stocks based upon the prices which were charged by London to the Central Organization.

The Central Organization shall then do an accounting of how much was owed on by the CBMT account to London and to other firms up until the time HCO took over the book stocks.

The two amounts obtained from doing the above shall then be subtracted one from the other. HCO shall be responsible for paying to London that portion which represents the amount of the book stock it received and the Central Organization shall be responsible for paying the remaining amount.

Have this done as soon as possible and submit an accounting of this to the Treasurer, WW.

In the meantime, the Central Organization and HCO shall send weekly payments on amounts owed to London to HCO, WW. We would like to clear these debts up as rapidly as possible.

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MARY SUE HUBBARD  
HCO Treasurer WW

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 JANUARY 1964

CenOCon           **CONTINENTAL AND AREA HCO FINANCE POLICIES**

All HCO Area and other offices excepting only HCO WW and HCO Sthil should be on the following salary and expense arrangements.

HCO Area and Continental personnel are paid from the Salary SLtms of the Org to which attached.

All HCO Area and Continental expenses are paid from the Disbursement SLim of the Org to which attached.

There is no HCO Local 5% paid to Local HCO by the Org to which attached.

HCO Area and Continental have no separate accounts system of their own. All their accounts are handled by the Org to which attached.

Book Sales money and Special Events (such as Congress fees) are held and banked under the direction of the senior HCO official of the area to ensure that the Central Org does not use this money for operating expenses but for book, tape and film replacement and bills. The mailing costs, personnel handling Such items and a quarters charge, as well as Congress costs, etc, may be deducted from book receipts by the Central Organization. Such receipts, books, tapes, film and special events must not be used for Central Org operating expenses as this would drastically reduce dissemination.

Membership monies are also separately banked.

The Salary Sum of Central Orgs has been increased to 55% to compensate paying HCO staff.

All magazine costs and mailings are paid for by the Central Organization.

An additional 5% of the receipts of an organization is contemplated as payable to HCO (WW) Ltd, for administrative expenses now that HCO (WW) Ltd, is a separate corporation. Heretofore I have financed HCO WW's costs out of my 10% and own income. This 10% is desperately needed to help defray research costs and although still submitted as Administration Expenses will be used in research. I am engaged in the compilation, recording and preparation of the *whole* of Scientology, the most expensive step. Heretofore I have borne research costs out of income intended for me personally. I no longer choose to do so as the most expensive research step is just ahead of us-writing it all up and publishing it, a step which is the most expensive of all.

Therefore, financial reorganization is in order if we ever are to have all the data of Scientology in an organized codified and published state.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 30 NOVEMBER 1964

Gen Non-  
Remimeo

**HCO BOOK ACCOUNT**

The handling of this account is of considerable interest in view of new membership and book ad policies.

As all corporations are now HASI, Inc of DC except in the U.S. where they are churches, all HCO Book Accounts are of course under the same corporate name as the main organization. Thus even a church organization holds the HCO account in its own name.

For example: the Melbourne HCO Book Account would be called at the bank HASI, INC HCO DIV ACCOUNT.

For a Church, this would be FCDC HCO DIV ACCOUNT. "Div" of course stands for DIVISION.

The signatories of the account should be the HCO Area Sec and one other officer, not the Assn/Org Sec, and each cheque should bear two signatures to be valid. Three persons, the HCO Area Sec, and two others may be named of which any two out of the three signatures can be valid.

The account also carries as a signature my own name, that of Mary Sue Hubbard as Secretary and of Marilyn Routsong as Treasurer, any one of these three signatures being valid to withdraw.

The account is handled by the regular Accounts Unit of the organization, not by a separate system in HCO.

Invoicing to the HCO Account is, however, done on a separate Invoice machine in the Accounts Unit. On this machine no other than HCO funds are invoiced. All membership receipts for Associate (5 shillings or \$I), International and Lifetime Memberships are invoiced only on this machine. All book, tape, meter and insignia sales are invoiced on this machine. All Congress and tape play receipts are invoiced on this machine.

There is also a separate disbursement voucher machine and all disbursements from the HCO Div Acct are disbursed only with a voucher from the disbursement machine. Even when a cheque on the account is written a disbursement voucher is also written. If the voucher has on it a printed "HCO Division of HASI, Inc. With Our Compliments" no transmission letter is needed with the cheque as the data of what is being paid is on the voucher. Thus Accounts does not need an additional letter to go with a cheque.

An office which is too small to afford two invoice machines can do as well with a **Sales Book** for Income and a Disbursement Book for disbursements, such as they have in Department Stores, providing the books give adequate carbons and are used consecutively (one book completed before another is started). These books can also be printed and have carbon pages. One copy remains in the book and when finished that book becomes part of accounts records.

You must be very careful in invoicing and properly depositing membership funds particularly as many states and countries have regulations concerning such records of membership.

No books may be invoiced to the Central Org or City Office general accounts for any reason. All book sales are invoiced only to the HCO Div Acct.

In some orgs, reception does all invoicing. When this is done, the same procedure applies, and the same invoice machines or books are used, but the disbursement machine or book is kept by the Accounts Unit.

No wages of any kind may be paid from the book account.

The only postage which may be paid from the account is book or magazine postage. No correspondence postage may be paid from the account.

No rent may be paid from the account.

No loans may be made from the account.

Book and tape purchases may be made from the account.

Magazine printing and postage bills may be paid from the account, but no extravagant increases in printing quality or volume may be paid from it, nor may brochures or mailings announcing service be paid from it. Further, magazine bills for magazines which do not have half their advertising space taken up with book and membership ads may not be paid from the account.

The organization pays any salaries or space rental connected with books or tape handling. Congress hall space may, however, be paid from the account.

The above arrangement is equitable to the organization in that it receives without further cost to it all its training and processing ads in magazines and the full benefit of the increased business.

Advertising fees may be paid from the HCO Div Acct but only for book ads. No general advertising of the org may be paid for from the account. No personnel ads or PE ads may be paid from the account or be included in ad coverage contracts. No advisory fees may be paid to advertising firms from the account.

In handling this account, great care must be taken to buy enough book stock so as to have stock available to mail in response to ads. Air freight of books is very dear from Saint Hill or Washington to Commonwealth countries and books must be ordered in time to arrive surface and pass through local customs.

No office should *ever* seek to enter books or meters into its country free of charge on grounds of "educational" or "religious" materials, as there is no surer way to stop receipt of books. Some book departments are mad on the subject of "getting it in for free" and will doodle about for months, wasting ten times the price of the duty in lost book sales. The department seldom tells the Org/Assn Sec or the HCO Sec why the books aren't being let in. Customs is fast so long as you pay duty.

Local reprintings of books are now forbidden. New Zealand only is excepted from this but New Zealand may now not export books to other offices.

The HCO Div Acct should be opened at once and should be the only HCO Account operating in Central Orgs or City Offices.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 MAY AD 15

**HCO BOOK ACCOUNT POLICY  
RECEIPT AND USE OF MEMBERSHIP MONIES**

Rernimeo

1. All membership monies shall be paid in to the HCO in the Area Office and deposited only and at once in the HCO Book Account, and shall serve, amongst other things, to defray magazine printing, handling and postage costs of the National magazine. All Memberships must be paid for in cash, (there are only Free Memberships, or Memberships paid for by cash) made out directly to HCO Book Account. Memberships shall be deposited only in the Main Book Account of the Area Office. The Continental Office may call on sums proportionate to the number of magazines (their cost of printing, handling and postage) mailed in the area of the HCO Area Office, but book ads saying books are available at the Area Office and the ads of the Area Office must be carried in the magazine. All sums additional to magazine cost in both the Area and Continental Office shall be used only to purchase more books, and tapes and to defray expenses of high quality facilities for tape playing and the expenses of Congresses. All Membership monies received by an Area Office, not called upon to defray magazine printing and postage may be retained in the Area Book Account.

**CONGRESS FEES**

2. All Congress fees shall be received into the Area Book Account of the area where held.

No Congress fees, membership fees, or book monies received may be used for the payment of units, rent (except for Congress Halls) or organization expenses.

**USE OF CONGRESS, MEMBERSHIP AND BOOK MONIES**

3. Congress, membership and book fees may be used for advertising Scientology books in magazines, but not for newspaper or magazine advertising of PEs, auditing or services.

**FURTHER USE OF CONGRESS, MEMBERSHIP AND BOOK MONIES**

4. Any further use or disposition of Congress fees, membership fees or book receipts shall be at the sole permission, personally signed, of the Executive Director.

**HCO BOOK ACCOUNT SIGNATORIES**

5. The HCO Continental Sec and HCO Area Sec or where the HCO Continental Sec is also an Area Sec, by the HCO Continental Sec and the HCO Communicator jointly, or the single signatures of LRH and MSH are requisite on any Book Account cheque for it to be valid and all bank mandates for that account must so state and must include the signatures of LRH and MSH and Marilyn Routsong.

**BOOK PRICES**

6. Book, tape and meter prices are not uniform, Continental Zone to Continental Zone. US and UK prices are on a parity of one pound equals three dollars for easy computation and to make up for exchange delays and fees.

Other Continental Zone book prices are computed on the cost of books generally in the area plus handling and shipping charges.

These prices are published from time to time in "The Auditor".

### **BOOK TEN PERCENTS**

7. Washington and Saint Hill pay 10% of their gross book sales to the Research Fund Account of HCO WW, but only on books actually published and printing paid for by each area. If Washington publishes a book it pays 10% of the gross retail sales price as sold. If Saint Hill publishes a book it pays 10% of the gross retail sales price as sold. If Washington, for example, pays Saint Hill for a shipment of books and sells them from Washington, then Washington does not pay any 10% and vice versa. Although it is not policy at this time for other offices to reprint books, if one ever does get permission, it will also pay 10% to the Research Fund of HCO WW.

### **RESEARCH TEN PERCENTS OF GROSS INCOME**

8. Central Orgs, City Offices and Franchise Holders contribute 10% of their gross weekly income to various expenses and usages at Saint Hill or to L. Ron Hubbard as Director of Research. But this 10% shall not include payments received for books by anyone.

### **HCO AREA SEC BONUS**

9. The HCO Area Sec is granted a bonus of 2 percent of the gross receipts of the local Book Account.

### **ASSN SEC/ORG SEC BONUS**

10. The Association/Organization Secretary is granted 2 percent of the gross receipts of the HCO Book Account but may not be a signatory to that account.

### **HCO CONTINENTAL SEC BONUS**

11. The HCO Continental Secretary is paid  $\frac{1}{2}$  of one percent of each Book Account in the Area, whether or not acting as an HCO Area Sec as well.

### **CONTINENTAL DIRECTOR BONUS**

12. The Continental Director is paid  $\frac{1}{2}$  of one percent of the gross receipts of each Book Account in his continent, when acting as an Assn/Org Sec or when not.

### **MONTHLY PAYMENT OF BONUS**

13. All such bonuses are payable monthly only, computed on the first of the month.

### **NO ADVANCES OR LOANS FROM HCO BOOK ACCOUNT**

14. No person may be paid such a bonus in advance nor may any loan be made to any person from any HCO Book Account.

### **HCO BOOK ACCOUNT BONUS SUSPENSION**

15. When a Book Account tends to become insolvent by reason of owing more than it receives, bonuses are suspended until the condition alters but in no event less than 60 days.

### **REGULATIONS CONCERNING HCO BOOK ACCOUNT**

16. Book, Congress, Tape and Membership Income may not be used or loaned for any salary sum, expense sum, building fund or past bills of the organization as a whole, but past book and tape bills are an exception.

## HCO CHECK BOOK TO SAINT HILL

17. All HCO Area Officers are to send a check book for the HCO Book Acct to Saint Hill, and to keep St Hill apprised of the balance in the account monthly, and also to inform St Hill of any large amounts written against the account locally.

### THEBOOM

**The whole** forward thrust of any boom depends upon:

1. Getting books to orgs.
2. Heavily, even extravagantly, advertising books and filling the orders.
3. Courses in and running per Gradation Chart.
4. Running an *excellent* Academy.
5. Running an excellent HGC.

Getting books to orgs depends on me, on Saint Hill and upon orgs making sure they're ordered and paid for. If we take care to do just those things we'll see (1) above hugely successful.

It will cost the Assn/Org Sec and HCO Sec money personally not to plaster the place with book ads. They are given no bonus on a net. Only a gross. They get paid a bonus from the book account based on volume not its profit. The Department Heads and Staff get their bonus indirectly by an org driving in a heavy volume through ads and books and the alertness of the Org/Assn Sec and the HCO Sec. Continental also has a vested interest in books flowing and is paid for it. Thus this point is cared for.

Advertising actions are arranged for in the above. Nobody expects magazines to cost any more than they have previously. Magazine cost and postage is dropped from org expenses.

Note also that under this plan the most neglected action in producing income in any area, BOOK ADVERTISEMENT, the No. 1 magic formula of dissemination, is pushed into being by restricting the expenditure of memberships and other HCO Book Account monies until, to get rid of the surplus, book advertisements nationally and locally on a large scale would have to be placed constantly. With quantities of book ads, income from students and pcs as well as books will flood in. It always has. This is the basic formula of the coming boom. Because they cost the org money it could spend and "needed" elsewhere, the number of national magazines printed was curtailed and book ads were dropped out and that has been the chief cause of any financial difficulty in any org.

As local offices and franchise centres become truly active, they will cease to drain off the old timers from the Central Org and stir up more local business of which the Central Org gets its part in courses and pcs.

This all looks pretty favourable to me. I hope it does to you.

L. RON HUBBARD

LRH:wmc.rd

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 6 OCTOBER 1966  
Issue II

**ADDITION TO HCO DIV ACCOUNT POLICY**  
(Amplifies HCO Policy Letter of 11 May 1965)

Remimeo

The HCO Div Account (Old Book Account) has very rigid policy on how its money can be spent. The reason for this is that money must be safeguarded to provide for adequate promotion and sale of books. BOOK SALES have always been your FIRST LINE OF DISSEMINATION and will always be so.

Improper use of this money has resulted in depletion of the HCO Div Account in some orgs leaving insufficient funds to order adequate book stocks, print and mail the magazine and provide for other vital book promotion. Book promotion and book sales are an absolute must for the continued health of any org. The most important and successful dissemination line is book sales and about three months later the buyers come in for service. To cut this line by reducing book sales will seriously damage the org income three months later.

**NEW POLICY**

Because poor book sales could result in a collapse of the org and misappropriation of the HCO Div Account can make it impossible to buy and promote books, violation of HCO Div Account policy now becomes a HIGH CRIME.

HCO Div Accounts are now to be monitored by WW. Each Org Exec Sec is to see that an exact accounting of the HCO Div Account expenditures and deposits with full information on who, what for, how much and when monies are paid into and out of the account are sent monthly to the ES Comm Treasury WW. Failure to comply with this order and other orders regarding bank mandates, sending of cheque books, etc., will result in immediate Ethics action being called for by ES Comm Treasury WW.

**POLICY ON USE OF THE HCO DIV ACCOUNT**

Following is an exact list of items that the HCO Div Account may be used for. No others are allowed:-

1. Books ordered from Saint Hill or DC (other orgs when and if allowed to print).
2. Meters and material *for resale only* ordered from Saint Hill or DC.
3. Authorized book printing, meter and material manufacture.
4. Books, meters and material packing, shipping costs.
5. Printing or ordering of books, meters and book flyers, and book promotion material.
6. Assist in *defraying* the costs of the printing and mailing of continental magazines. (This does not mean that the HCO Div Account is obligated to pay any amounts for such.)
7. Ads and promotion for books in newspapers and magazines.

8. Mailing list purchase and rental for book promotion purposes only.
9. Special book promotion projects other than the above. (Not usual, but possible if approved for project status by WW.)
10. Direct Congress expenses for items used specifically and only for a Congress. Examples: hall rental, sound equipment rental, program printing, advertising, ES Comm WW speaker fees to WW, hall decoration, visual aids, tape and film charges.
11. Printing membership cards, applications for memberships, and membership promotion expenses for the sale or renewal of memberships.
12. Tapes for org use.

Examples of illegal uses of HCO Div Account monies in the past are: Staff member fares from Saint Hill, ES Comm Qual WW expenses and fares, Release pins and course certificates and flowers for staff members having babies.

To be paid into the HCO Div Account are: -

1. All receipts for books, meters and material sales, (called Gross Book Sales).
2. All membership fee receipts.
3. All Congress receipts.

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L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 DECEMBER 1965

**HCO INCOME**  
**MEMBERSHIPS - CONGRESSES - TAPE PLAYS**

Remimeo

Money received for Memberships, tape plays and Congresses goes into HCO Dissemination, Division 2, income and is deposited into the HCO Book Account.

The use of these funds is outlined in HCO Policy Letter of May 11, 1965, "*HCO Book Account Policy, Receipt and use of Membership Monies*".

This income is not part of the gross Divisional statistic and is graphed on a separate graph.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 MAY 1968

Limited  
Non-Remimeo

**BOOKS**

ALL STOCK NOW BELONG SH AS BEFORE ALL INCOME PUBS ORG SHOULD BE BANKED BY PUBS ORG AS SH ORGANIZATION BUT SEPARATE ACCOUNTS SH PAYS FOR AUDITOR AND PROMOTION AND SUBSIDIZES FUTURE BOOKSTOCKS PUBS SHOULD BE SOLVENT ON ITS OWN BUT LACK OF FUNDS SHOULD NOT MAKE PROMOTION, METERS OR BOOKSTOCKS BEHIND HAND AS THESE FORM THE FUTURE INCOME OF SAINT HILL. SH CONTINUES TO PAY FOR ITS BOOKS AND PRINTING.

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L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 17 JUNE 1968  
(Corrects HCO Policy Letter 23 May 68  
paragraphs 10 and 11 only)

Remimeo

**HCO BOOK ACCOUNT**

HCO Book Account Pol Ltr restored.

No book meter etc monies subject to allocation of percentile and must be kept separate as is foremost dissem line. Books must be subsidized by adding reserve monies to HCO book from time to time.

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L. RON HUBBARD  
Founder

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

**HCO POLICY LETTER OF 2 MAY 1957**

**R U S H  
DISSEMINATION**

**LOOK!**

In times of radiation, people fall back to Survival on the first dynamic. Why? In times which threaten third dynamic obliteration people feel they won't be able to talk to -their friends after the big thump. So they don't cultivate many.

All right.

Here and now the dissemination policy of Scientology becomes

*YOU CAN SURVIVE WITH SCIENTOLOGY*

And by you, we don't mean third -we mean first dynamic.

Radiation third dynamic is out. Politics are out.

We've skidded every time we've hit the third! Today people are pitching on the first and we better pitch on that level or we won't be around either.

That's the way it is.

I know, when you want to make a total effect nothing short of a big bang will do. Our success is made out of little bangs-effects people *can* have.

They can't confront that bomb. They can barely confront their own mind when we make them do so.

Tell them people can learn better with Scientology. Tell them a man's dead when he can't learn anymore. Tell them Scientology can revive his ability to learn.

OUR TOTAL SUCCESS IS BUILT BY PLOWING DEEPER THE GROOVES WE ALREADY HAVE. Remember that our deepest groove was plowed-D M S M H with "You aren't responsible for anything. It's all in your mind".

Our newer grooves say the same.

We have people, book ads, books. Plow the grooves deeper. We haven't any further use for a new groove.

You can Survive with Scientology.

Radiation material goes only this far.

Our Total Interest in Radiation is as follows:

Radiation injures health. We can proof a person against bad health.

And that's it.

Our *main* show is that Scientology is the first science on Earth that could salvage a human being. Let's play it straight to the guy himself.

That's the way it is.

No. 1 Project.

Validation of all Certificates ever issued. All Auditors trained since 1950 are invited in for free special coaching and a validation stamp on their certificates saying "Validated for Advanced Processes 1957 HCO Board of Review". And no preclear should permit CCH to be run on him without seeing this stamp on the Auditor's certificate.

We're at the milepost we strained toward since 1950. We haven't even told people! We can produce clears! All right, tell people. Plow the grooves of Scientology deeper, don't Q and A with an hysterical world. We are the ones who have the news.

### FINAL WORD

On my return to Washington I made a test of the radiation in the Central Organization with a Fisher Geiger Counter.

THE RADIATION COUNT IS THE SAME AS IT WAS IN 1932.

In other words there has been no change in atmospheric radiation in 25 years.

I well know the count in 1932 since I was then a student in this city at GWU studying Atomic and Molecular phenomena in Physics.

There is a flash in the ionosphere when a bomb goes off and that flash does tend to restimulate the body.

But there ain't no radiation.

Who's lying?

Or do we assume the total-effect-on-you-no-effect-on-me boys are having their fun.

L. RON HUBBARD

THE REACTION TO RADIATION IS THUS ENTIRELY, COMPLETELY AND WHOLLY *MENTAL!*

DIANEZENE DEPENDS FOR ITS REACTION UPON WHOLE TRACK RADIATION INCIDENTS, X-RAY AND SUNBURN IN THE CURRENT LIFE. BY TAKING AWAY THE ENGRAM WHICH CAN REACT TO THE WORRY ABOUT RADIATION, WORRY ABOUT RADIATION IS THEN MADE NON-PAINFUL.

IF YOU ADD ALL THIS UP YOU WILL CLEARLY SEE THAT SCARE TALK ABOUT RADIATION IS THE SOURCE OF RADIATION SICKNESS IN OUR PRESENT WORLD. THE ATOM BOMB IS TOO POWERFUL A WEAPON TO BE USED FOR CONTROL OF HUMAN BEINGS AND IS THEREFORE NOT A WEAPON.

IF WE UNDERSTAND THIS THOROUGHLY WE WILL SEE THAT WE ONLY IMPEDE OURSELVES WITH SCARING EACH OTHER WITH IT AND KEEP THE PUBLIC AWAY FROM OUR DOOR BY SEEKING TO USE THE ATOM BOMB AS A METHOD TO CONTROL THEM. OUR BEST METHOD OF CONTROL IS SCIENTOLOGY. THIS I THINK WE HAD BETTER SELL FOR A CHANGE.

LRH

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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 18 MAY 1957  
(Reissued 8 May 1959)

### **POLICY ON SIGNATURES IN PUBLICATIONS**

On data called to attention by Jack Parkhouse, the following is the policy laid down.

Articles by myself are signed as a by-line under title and another written signature at end.

Articles taken from tapes are signed "From a lecture by L. Ron Hubbard (bold face), edited by (editor's name light face)."

Books written by staff are signed "By staff from materials of L. Ron Hubbard" with the names of writers in light face under "By Staff from materials of L. Ron Hubbard. "

Articles somewhat independent of materials directly from lectures and texts are signed by the writer at the article's end only in same face as type in which article is set.

Mastheads carry the name of the Editor of any publication.

These policies apply to Ability, Certainty, PABS, books and pamphlets.

When articles are written for outside publications the writer should always mention a specific text and its author, the price and from whence the text can be obtained.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. 1

**HCO PROJECT ENGINEER:  
"HAVE YOU LIVED BEFORE?"**

Effective date: 17 November 1958  
Duration of project: Three years

**Purpose:**

To ensure the maximum sales, distribution and dissemination of "Have You Lived Before?".

**Procedure:**

Finished materials will be handed over from HCO Project Engineer No. 1 to HCO Project Engineer No. 2. At this point HCO Sales Project Engineer takes over and makes sure that HCO completes the layout for photolitho, cover and copyrights of the actual book for "shooting" at the printers. HCO Sales Project Engineer No. 2 makes sure that finance issues the cheques demanded by the printer in order to print and in case this is refused makes sure the cheques are presented to LRH for signature. Gets adverts okayed by LRH while book is being printed. Makes sure that the ads will appear simultaneously with the readiness of the book.

Puts ads in the "Daily Sketch", "Daily Express", "News of the World" and all psychic newspapers. Magazine ads are placed in "Prediction", etc. as early as possible. (Their deadline will be the hardest to meet to get them out by the time the book is out or as near to the book time as possible.)

Contacts firms that broadly distribute books so that they will put the book in the book-stalls.

Makes sure that any book buyers who buy books from the HASI are contacted via "Certainty" in a special issue devoted entirely to this book.

Makes sure that a printed leaflet, very fancy, is made up which can be thrown about to bookstores, book distributors, book buyers, can be left in the film show, on the HASI reception desk-are made and then continue to be available, repeat, then continue to be available.

Make sure that the book is delivered and mailed for all orders received and after the book is sold out or is selling out rapidly that a new order for copies is placed at once with the printers. (It is a matter of interest that nothing kills the sale of a book faster than being permitted to go out of print before all possible copies have been sold since this causes a delay and a waiting which kills off all enthusiasm.)

In case there is difficulty in obtaining finance from HASI for a reprint or for replacing ads which are already pulling, HCO Sales Project Engineer must have the cheques prepared and must himself send them to LRH for signature substantiating his need for them by giving the book sales figures and the stock on hand.

The procedure of advertising and selling and placing new book orders is repeated over and over until there is finally no demand whatsoever for the book, at which time this project is ended.

Currently with this above the Sales Project Engineer must make sure that meetings and lectures are made available to people coming to the HASI to find out more about past lives. He must be sure that personnel exists to give such talks and hold such meetings. He must be careful to ensure that every phone call received by the HASI concerning past lives is routed at once to a specific terminal the Project Engineer

has coached to handle such calls and that the calls do not go up in the air or go nowhere or fail to be answered well.

It could be imagined that the Project Engineer is the person who receives these phone calls or who gives the lectures or who even mails the books, but this is not the case. The Project Engineer only makes sure that these details are being handled and checks on it as many times a week as he feels it necessary to bolster his own confidence and nobody else's that the project is being handled and is continuing.

*Things to prevent:*

Prevent a failure of layout adequate to the task.

Prevent difficulties from occurring in placing book manufacturing contract.

Prevent the book from being stalled for lack of funds.

Prevent the book from going out of print.

Prevent the ads from being unrepeatable, keep them placed as long as they are drawing and in the publications doing the most selling.

Finally prevent this project from being eclipsed by inattention or "more pressing ones" or "inadequate funds".

*Attitude of Project:*

These stable data must be inserted into all conversations, lectures and reviews and particularly in newspaper reports interested.

1. That the HASI is a staid calm authoritarian Scientology Institute.
2. That Scientology is a broad subject that interests itself in anything and everything that concerns man's social progress.
3. That studies such as this are Dianetic crazes and belong to Dianetics which Scientology has now begun to study.
4. That past lives and the whole subject is however dangerous out of the hands of experts and only such experts as Scientologists should be permitted to study them and common Dianetic practitioners should not be permitted to handle them.
5. That hypnotism is not necessary and is indeed quite bad.
6. That this is the longest series of cases ever undertaken for study amongst some people and all past data on this subject was the product of a few cases of questionable repute.
7. That we don't believe this, we are only studying it and the evidence is available to anybody in the **HASI** files.

The above data must be instilled and drilled into every HASI staff member who is handling the public on past lives.

*Outside auditors:*

Project Engineer also handles all queries, arguments, upsets on the part of field auditor connected with this project.

The above is the extent of this project. It is an HCO project in making the HASI survive and get a high unit in spite of all opposition and further, any difficulties encountered or diplomacies needed in addition to those of the HCO Project Engineer No. I should be referred to the HCO Secretary or her assistant for special projects.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. 1

HCO POLICY LETTER OF 14 APRIL 1959

**NEW BOOK**

Inform all Assoc Secs and Dirs of PrR that a new book is being printed.

This is "Have You Lived Before this Life?" and is the text of forty-some engrams as run in the 5th London ACC.

The book is a hard cover edition about the size of Dianetics 55. Its additional text is by myself.

Naturally, no non-Scientologist could read this book without curling up in a ball, and it should be very popular. In actuality it is quite exciting. There are enough plots in it for half a hundred novels.

Basically its value is technical, showing how engrams are found and how they look from the Auditor's chair.

Aside from the History of Man, this is the only Dianetics or Scientology text on past lives.

The book should first be advertised in our magazines to sell to Scientologists. It should then be generally advertised in papers to kick up a row.

"All About Radiation", for instance, *now* has the U.K. alert to Radiation. It sold thousands of copies. "Have You Lived Before this Life?" will really alert people to past lives and should sell as well or better, since people who can't confront H-bombs *can* confront some portion of their past.

Most Central Organizations recently sent HASI London a fairly large cheque for book credits. The whole sum of this money will be sent back in "Have You Lived Before this Life?" copies.

The price of the book will be about twenty-four British shillings, making it one pound after discount to members. The Dollar area price will be \$3.65 or \$3.00 after discount to members. The earlier 10/- edition was an intended paper-back which will not now be issued. Early orders should be infon-ned of this.

Now *don't* say you have it. Advertise it in our magazines as *coming*. Build it up. Even accept orders. But don't say you have it until it is in your hands. Then advertise as in hand and orders being filled at once.

It is now at the printers and should be done by May 30. We will ship the whole consignment to each Central Organization at once we receive it from the printers. Central Organizations get 50% discount from list. However, we have to invoice properly to pass customs and do so at cost.

This book will get a lot of preclears.

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Best,  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 16 APRIL 1959

Inform all Assoc  
Secs.

**BOOKS, COST OF**

The principle comm particles of Scientology Organization are books.

Obviously, books cost money.

When books are sold their money must be safeguarded so that replacement books can be bought.

Book monies cannot be part of Prop Income. A book is bought by a Central Organization at 50% of the list price, sold to members at 80%. If this 80% is halved for prop pay and added to salary sum, it costs the Org 10% of list just to handle the book! This means a 10% loss every time a book is sold! Therefore books cannot become part of the salary or expense sum. They must remain as they are, the income from them kept ready to buy new stocks when old stocks are exhausted.

The price of all books should be computed on the basis that when 20% is deducted from the price for members, a round sum remains which is not less than 4 times the exact printing cost. No book may be listed at less than 5 times the cost of one volume. Only then can the sale of books be remunerative enough to buy new stocks.

As policy, no book may be printed without my permission. Most books will be printed in London or the U.S.

These books will be sold to Central Orgs by HCO Ltd for a distributor figure of 50% of the list price.

The books will be shipped as soon as ready.

The continental magazine should forecast only any book (or tape) until it is actually in hand, then announce it as arrived and on sale. No book should be neglected. Send copies gratis to local papers for review always each time a new book appears, or whenever an old book has been neglected in this way. Announce ill the magazine. Advertise on the Bulletin Board. Push books at Congresses.

From 10 to 25 people read every book sold, according to advertising people. This then is high level dissemination.

Send out the continental magazine every month or two, one issue to the *whole* list you have, not just to members. And advertise Books, Books, Books.

About once a year send a full list of books on hand on a sheet order form to everyone. This says "Which of these books don't you have?" People order them by the ton from the form by marking X and sending a cheque.

Book business is cash business from a Central Org to the field. Credit on books can be a bad headache in several ways.

Send out your magazine to the whole mailing list frequently. Heavily advertise books first, services second. And set the money you get aside.

I am about to do several new books. A new book can sell two to three thousand copies in your area in a few weeks if you handle it right. Books are the sparks you need to light the fire. Let's handle them so they make us (as above) not break us.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 22 MAY 1959

**ADVERTISEMENT FOR FIELD IN  
CERTAINTY, ABILITY, ETC. - MINOR ISSUES**

**FEEL LUCKY?  
WIN AN EXTENSION COURSE**

Complete the following sentence in 25 words or less and if you win you will at once receive an Extension Course fully free and without further obligation:

I LIKE SCIENTOLOGY BECAUSE \_\_\_\_\_

Send to Extension Course Director, Academy of Scientology, 37 Fitzroy Street, London W. 1.

Contest ends in thirty days. All decisions of the judges will be final and no entries will be returned. No entries received late will be considered.

*Confidential*

The following is not enclosed in advertisement but is sent to Extension Course Director as a CONFIDENTIAL INSTRUCTION by HCO Area Secretary:

Award an Extension Course to every person who enters this contest. They're all winners. Make sure that entries received after 30 days from date of mailing are not given awards.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 6 JUNE 1959

**"HAVE YOU LIVED BEFORE THIS LIFE"**

The first issue of "Have You Lived Before This Life" will be ready shortly from the Publisher. Shipments will be sent off immediately to all HASI organizations.

This book is anticipated a best seller. In order to reap maximum benefit from sales a broad advertising project should be put into operation by each individual organization and a good build up achieved by the time the book actually arrives.

Approximate arrival date will be:

Australia	middle to end of August
N.Z.	
South Africa	beginning to middle of August.
U.S.	

L. RON HUBBARD

LRH:gh.cden

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 28 APRIL 1960

All Fran Auditors  
HCO Secretaries  
Assoc Secretaries

**BOOKS ARE DISSEMINATION**

One of the oldest Organizational Health Charts states "...given books in distribution, the remainder of these facts are true...".

No matter what you do with an organization, no matter how much writing of letters you do, the dissemination success of a group will not accomplish any security unless books are distributed.

Seeing to it that the newly interested person is provided with the proper reading materials is a far more important step than most HCO Secs and PE directors have realized, but these are not the worst offenders. The field auditor, attempting to run a group and keep afloat, fails most often, when he does fail, in the Book Department.

Making sure that interested people get books is making sure that they will continue their interest.

Assuring then they will read and understand the books, it is necessary to get them into an extension course.

If you think you can interest a person in Scientology and yet avoid your responsibility in getting him or her to read books on the subject, you are wasting a tremendous amount of effort.

Do you know why the first book DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH was written? Word of mouth on Dianetics was going forward so rapidly that my letter volume, even before the first book, was startling. Each one of these people expected me, either to write them a long letter and tell them what it was all about, or to be given a chance to come and see me so that I could tell them personally what it was all about. In other words, my time was going to be consumed, not in further research, but in writing letters and talking to people. My answer to this was to write DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH which rapidly informed the newly interested person what this new science was all about.

I will make you a wager. I think you are wasting most of your time answering questions which are answered in books. I think you are talking yourself hoarse to friends, and other people, and groups, explaining over and over and over things that are already taken up in books. I think your time is being devoured by attempts to reach through the natural conversational barriers of people.

You are not giving, I am sure, the newly interested person an opportunity to go and sit down quietly by himself, without any social strain, and study a book on the subject. Only in this way will he come to a decision about the subject which is his own independent decision having inspected the materials. This has to be done quietly and it is best done through the pages of a book.

Without any reservations, I can tell you that **DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH**, based as it is upon mental image pictures and energy masses, those things which are most real to people, is the best forward vanguard in our possession. It was written at a time when I was very interested in bridging the gap between an uninformed public and an informed public, and contains in it most of the arguments necessary to quiet the suspicions of the newly interested person and contains as well most of the answers to that person's questions.

**DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH** contains today a perfectly workable therapy. But more importantly it contains a bridge between the uninformed and the informed public on the subject of Scientology.

If you are not furiously pushing **DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH** and if you are not insisting that each newly interested person read it as something new, startling and strange in the world, you will be wasting most of your dissemination efforts.

Oddly enough, this book, to this day, sells more copies around the world than the average best seller in any given year. Where it has been pushed, Scientology is booming. Where it has not been pushed, Scientology is limp.

Just inspect the number of simple, startling items in **DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH**. Here you find the Dynamics, here you find several of the earliest Axioms, here you even find the rudimentary ARC tone scale. You find as well a thoroughly accurate description of clears and the reactive mind.

Do you realize that the world does not yet know anything about the reactive mind? Here is the total answer to Freud's subconscious. Here is the resolution of most of the problems of psychotherapy.

You know so many things that are new and wonderful and strange that you forget that Bill and Joe and Mary have never heard of any part of them. They are not interested in past lives. They are interested in what makes them do strange and peculiar things. They have heard vaguely about the tenets of psychology. They do not know that these have all been answered in **DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH**.

When people are asking you questions about Dianetics and Scientology, no matter how obtuse or abstruse the questions are, your best answer to these questions was my earliest answer and that was, "Read **DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH** and that will answer your question".

In the last HCO Bulletin I gave you pre-session processes. This makes a complete cycle. With pre-session processes we can take a new person and by running the course of help, control, communication and interest, put him in a frame of mind to want to know more about the subject.

In this Bulletin I am trying to tell you what to do about the person once you have brought him up to this point. It is all right for you to go on and audit him but I assure you he will never get anywhere until he has read **DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH**. All the questions and counter arguments and upsets which are boiling through his mind now are answered in that book, bringing him up to a point where he wants auditing, where he successfully goes through PE. Give him auditing, let him co-audit, do anything you want with him, but insist, insist, insist that he reads **DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH**.

You would be completely amazed at the ideas some people have of Scientology even after they have gone through a PE course and have read *Problems of Work* or some other manual pushed off on them simply because it is cheap. *Problems of Work* is all right and should be distributed but it is not informative on the subject of the human mind.

Let's get down to basics here and see what we have really done. We have made a break-through. The moment of the break-through is recorded at public level with DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH. If people do not read this book, they just will not have broken through.

Any "sales tricks" you employ after you have succeeded by use of help, control, communication and interest in arousing that interest, to get them now to inform themselves of the moment of break-through, will be well expended by you, otherwise these people will be talking through a fog and will experience a sensation of having been brought up to some high plateau without having climbed a cliff. It is factual that you can bring a person all the way to clear and have on your hands a mentally illiterate person. I know, because I have done just that. All the clears I made twelve to thirteen years ago evaporated into the society. I did them a great deal of good. Some of them are now occupying high positions, but none of them have ever associated me and my work in Dianetics and Scientology with what happened to them. They are, for the most part, convinced that what I did was some fabulously magical thing which was done for them only, and for them especially, something like a spiritual revival, but nothing to be understood. These people never did gain that understanding because I never explained to them what was happening. It was only after DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH was written and distributed that we began to get somewhere in the world. People we processed might have been led to worry more about their own cases than those I processed, but at the same time their worrying was at least intelligent. I can still clear people with the technologies of twelve and thirteen years ago and, indeed, have been carefully reintroducing you to these technologies. Now the time has come for us to realize that there are very close to two and a half billion people on this planet who are mentally illiterate. They do not know what makes them tick. They have no concept whatsoever of the basis of human reaction. They are intolerant. They are at war with one another. They follow strange leaders and wind up in strange places. They have no hope that anything will ever dig them out. Only a minute percentage of these people have ever been introduced to DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH.

Do not believe for a moment that just because I wrote a book on the subject cases became harder. As a matter of fact they became more co-operative. We are making a great many clears today. Hardly a week passes on my correspondence lines without clears being reported. But look at the mental illiteracy even of some auditors. Do you know that people report me clears and call them releases. These people have never studied the definition and capabilities of clear in DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH. They bring pre-clears up to this standard, find there is a considerable distance to go and start striking for theta-clear before they say anybody is clear. You yourself may have made a clear and classified the clear as a release just because you were not totally familiar with the conditions of clear. I still think the best statement of a clear occurred in DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH. I have had no reason to revise that statement. Pushed at, however, by many Scientologists, I have tried to find way stops between clear, as defined in DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH, and OT. There are quite a few. I almost laughed in somebody's face the other day when he said to me that a notable person on one central organization's staff was being audited by him and that he had gotten her up to a state of release "with a free needle on anything you asked her", and added that he would soon have her clear if he kept working at it. Concerning the same person, visitors at that central organization for some time have been saying, "She has a sort of feeling about her as though she might be clear". The truth of the matter is she has been clear for several months but her auditor is straining so hard, seeing as he does how far human capability can be made to reach, that it has never occurred to him that he has passed clear some time back. Any PC that has a relatively free needle has probably been cleared by the standards laid down in DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH.

Now that we can interest people, let's take the next inevitable step. Let's push this book. Let's crowd it into people's hands and demand that they buy it. Let's

develop the trick, when they ask us complicated questions, of stating that they should read DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH.

After all, we have a brand new science in the world. DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH is a brand new book that describes it at public level and it is a good thing if you want to get people into a house to get them to come in the front door. The front door we have is DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH. 1, personally, do not believe the book could ever be written again, since it was written at a time when I was well aware of the public arguments concerning the mind. For the indifferently literate person it forms the necessary bridge from knowing nothing to knowing something. It is an exciting book. Push it. Get your people to read it. Now let's get going.

If you cause cards to be printed concerning the whereabouts of PE Courses, always add to them:

"To know more about this subject read DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH, available at (give the place). The greatest scientific development in this century has happened."

To all Central Orgs. Push this book with every possible display and mention. Where you find people have not bought it in your Central Files, you'll find interest has been lagging. Play down all other PE books, display DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH as *the* book they must now buy. Tell them so during the breaks. "DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH answers your questions."

Unlimited stocks are available at HCO WW and even more are already printed and being bound now in New Zealand for N.Z., Australian and South African shipment. Order all Southern Hemisphere stock of DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH through HCO WW.

We've lost the people in a maze of many titles. Take down all your many book displays. Concentrate on *one*, DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH.

I am asking Australia for instance to have a huge wooden book, DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH, erected on their marquee and spotlighted.

We can absorb the world's confusion on *one* stable datum. Let's do it.

L. RON HUBBARD

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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 pcs. 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

General Remimeo  
Magazine  
Editors  
Dissem Secs

HCO POLICY LETTER OF 12 AUGUST 1964

**POLICY ON TECHNICAL INFORMATION**

No technical information or reports may be printed or released except from Saint Hill or approved first by Saint Hill.

Reason: Failures of the Wichita and Elizabeth centres are traced to this action of random technology.

L. RON HUBBARD

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HCO POLICY LETTER OF 2 AUGUST 1963

BPI  
MA  
HCO Secs

**URGENT  
PUBLIC PROJECT ONE**

All Scientologists with or without certificates and particularly those who are in continuous contact with the public are urgently requested to advise me concerning data from Scientology they have found particularly acceptable to the general public.

I have been waiting a long time until research was wrapped up to O.T. to put heavy power on public dissemination.

Scientology is now partitioned into five levels, as follows:

**FIRST LEVEL: SCIENTOLOGY ONE**

Useable data about living and life, applicable without training, presented in Continental Magazines and booklets. This is for anyone. It contains assists as its auditing level. You have much of this already around. It is a complete unit in itself. "Be Right with Scientology."

**SECOND LEVEL: SCIENTOLOGY TWO**

Academy HPA/HCA accomplishment level. Scientology for use in spiritual healing. This is a healing strata, using the wealth of past processes which produced results on various illnesses. I am shortly sending out questionnaires to get all Healing process results as a research project. The auditing level is Reach and Withdraw and Repetitive Processes. The target is human illness. We have never entered this field but as we are not thanked for staying out of it, we might as well dominate it. It is a good procurement area.

**THIRD LEVEL: SCIENTOLOGY THREE**

Clearing and O.T. preparatory levels including advanced auditing above HPA/HCA Level. The work on this was more or less suspended when it became obvious that O.T. had to be attained. Includes key out clearing and other sub O.T. states. However, much technology exists on it. This is the level of the better human being.

**FOURTH LEVEL: SCIENTOLOGY FOUR**

Processes to O.T., Saint Hill Special Briefing Course 1963 type technology and targets.

**FIFTH LEVEL: SCIENTOLOGY FIVE**

Scientology applied at a high echelon to social, political and scientific problems. This requires the earlier levels and a high state of training on theoretical and wide application levels and the personal state of O.T.

The subject of this Policy Letter is Scientology One.

You know far more about acceptability of data at public levels than I do.

Please then help me re-assemble this data.

Address your communication directly to me. Label it at the top:

**SCIENTOLOGY ONE.**

Then give me a complete and legible (since I'LL be reading it) account of what Scientology data you have found of alert interest to the general public, friends, acquaintances, just people, professional people, etc., etc.

Tell me where the data came from (what publications or lectures) if possible.

Tell me how you have presented this data.

Tell me what data you found was not acceptable to the casual public.

Give me all the data you use, alter-ised or not.

Give me any suggestions you may have for compiling Scientology One data into acceptable form.

Take the matter up with your group or friends to find out what they find acceptable-unacceptable, interesting-uninteresting in Scientology.

The object here is to obtain data for and compile very basic texts for public use and for basic texts for people presenting Scientology to the public.

Scientology One is itself divided into Theory (data about life, the mind, beingness and the universe), Practical (Drills one can do to raise one's ability to handle others and situations), and Auditing (Assists, ways to get relaxed, ways to cheer up, ways to handle situations, etc., in the everyday business of living, ways to process people without knowing much about processing, ways to get people to pass exams, do their work, get along).

Please, I need your dissertation on this. Don't think somebody else will do it.

We are answering the questions:

What should compose Scientology One? What Theory do we present that is highly acceptable? What Practical Drills should we include? What Auditing should we recommend that we think anybody can do?

My HCO Secretary in any area will assist you in sending what's wanted. Don't tell her the data, tell me, for I'm the one that has to compile it. My HCO Communicator will send it through direct on my lines.

It is needed. It will be read. It will be used.

L. RON HUBBARD

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HCO POLICY LETTER OF 21 AUGUST AD 13

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**CHANGE OF ORGANIZATION TARGETS**

*PROJECT 80*

A PREVIEW

I have now consolidated and fully proven a break through on basic auditing which changes organization targets and means a great deal to Organization and Association Secretaries, HCO Secretaries, Technical Directors, Directors of Processing and Training, PE Directors, Registrars, Letter Registrars, Staff Auditors and Instructors, and the state of the Academy, HGC and Staff Co-Audit.

This technical advance makes many other things possible. We will designate their broad application to Central Org planning and dissemination, PROJECT 80.

Essentially what has happened is that I have found the minimum essentials of why auditing works, and have selected out the important parts for concentration. These parts are: (1) (In Scientology One and Two) THE ITSA LINE; (2) (In Scientology Two) TONE ARM ACTION; (3) (In Scientology Two) DIRECTING THE PC'S ATTENTION TO THOSE THINGS WHICH BAR HIM FROM RELEASE AND CLEAR; and (4) (In Scientology Three and Four) DIRECTING THE PC'S ATTENTION TO AND HANDLING THOSE THINGS WHICH BAR HIM FROM O.T.

This looks almost too simple. But it makes for an enormous difference in results and dissemination. Why? Because of the ease by which auditing results can be attained. Because SIMPLICITY makes for far reaching ease of Communication.

**NEW SCIENTOLOGY BASIC DEFINITIONS**

1.       Scientology 1: WHAT IS AN AUDITOR?  
An auditor is one who listens. Auditor means listener.
2.       Scientology I: WHAT IS A PRECLEAR?  
One who is discovering things about himself and who is becoming clearer.
3.       Scientology 1: WHAT IS A CASE GAIN?  
Any case betterment according to the pc.
4.       Scientology 1: WHAT IS SCIENTOLOGY?  
The common people's science of life and betterment.
5.       Scientology 1: HOW IS SCIENTOLOGY DIFFERENT?  
In Scientology the preclear is always right. Scientology holds that people know best about themselves.
6.       Scientology 1: WHAT IS SCIENTOLOGY AGAINST?  
Scientology is against brutality and euthanasia in *medical* brain damaging, and against abuse and slavery and punishment in any form.
7.       Scientology I: WHAT DOES SCIENTOLOGY STAND FOR?  
Freedom from mystery. Freedom from fear.
8.       Scientology I: WHAT IS A BOOK AUDITOR?  
Someone who has studied books on Scientology and listens to other people to make them better.

9.        Scientology 1: WHAT IS A CO-AUDIT?  
A team of any two people who are helping each other reach a better life with Scientology processing.
10.       Scientology 1: WHAT IS AN AUDITING SESSION?  
A precise period of time during which the auditor listens to the preclear's ideas about himself.
11.       Scientology II: WHAT IS PROFESSIONAL AUDITING?  
Sessions given by a trained auditor who is governed by ethical codes and technical skill, who directs the pc's attention to areas which when examined by the preclear will cause a release of sufficient charge to cause Tone Arm Action, thus reaching the eventual state of clear.
12.       Scientology I: WHAT IS A RELEASE?  
One who knows he can continue to improve by auditing and that he will not now become worse in life.
13.       Scientology II: WHAT IS A CLEAR?  
One who has straightened up this lifetime.

(Note: These definitions and others like them should be published and posted and lectured about continually until familiar to everyone.)

You will find that if you concentrate on these aspects of Scientology and auditing, your dissemination will improve. Where you exceed this simplicity inside the organization's technical departments and activities you will probably have more losses than gains in all auditing done except that by Saint Hill graduates. This includes auditing supervised by Saint Hill graduates- meaning that where even this supervised auditing exceeds the above definitions you will have more loses than wins. In fact it takes Saint Hill graduates to groove even this auditing level in, so don't despise it.

As an organization your future depends on SERVICE. Where service attempts to exceed the above definitions you will have financial and technical loses and Dev-T.

This does not mean Saint Hill grads should not co-audit at the level of Class IV. It does mean that where you insist others exceed the above technical levels you will have a mess.

Itsa Line in and TA moving and anyone will eventually go O.T. so you're not barring people out. Indeed, you're only *then* MAKING IT POSSIBLE FOR THEM TO GO O.T.

R 1 C is your work horse for co-audits, W Unit, outside co-audit teams, etc. R2C is your professional level version, up to clear. Your service includes ARC Break Assessments and all Scientology 1 and Scientology 11 skills and data.

This means fast Academy training, good permanent HGC results, good public dissemination and few headaches.

This does NOT mean that those qualified and *classed* to run III and IV material in an Org cannot do so. It means only that an Org specializes in positive wins at I and II.

We have now exceeded processing results of former years with just the Itsa Line and TA motion, in spite of the simplicity of the material.

We have also exceeded by technical advance, public reality. Therefore we have, in the various classes of data, Scientology within Scientology.

A firm Scientology One in the public lines and PE, a good Scientology Two in the Academy and HGC, and you're in. Scientology THREE and FOUR are firmly based in the accomplishment first of Scientology ONE and TWO. And Scientology Five is based

firmly on Scientology Four. So one level is based wholly upon the earlier level and particularly agree in A, R and C with that level. The A, R and C of Scientology One match the public, the co-audits and the lower levels of the Academy. *When* that A, R and C has been attained, then the being is ready for Scientology Two and can gradually increase his A, R and C to match it. And so on.

If those of us whose A, R and C already match Scientology Three and Four (and this includes a lot of HPA/HCA's and old timers), continue to run orgs only at *that* A, R and C level we will certainly lift the brgs away from the A, R and C potential of new public and even Scientology Two people. Creating ivory towers, we then cut our public line. You would be amazed how far above the public technical grasp even *THIS IS LIFE* is! Yet it, at the moment, is our best Scientology One book. Actually it's at the level of Scientology Two. We have just learned this by testing some Saint Hill students!!!

Thus, when we exceed the above data for Scientology One and Two and fail to keep supporting work and data at those levels, we cut ourselves off from the vast majority of the public and even some Scieitologists and find ourselves standing quite alone in the civilization. Our potential, with what we know, is a majority of all populations solidly with us. We have not accomplished that because (1) We didn't have our subject in orderly divisions (2) We were still concentrating on problems of upper level technical now solved and (3) We had already cut our bridge to the general public and average practitioner by technically exceeding his A, R and C potential.

Therefore, as I think you will agree, we must publicly disseminate at the level of Scientology One only; get outside public co-audit processing teams (not groups) doing only Scientology One processing on which they can win. Specialize in org (HGC and Academy) technical on Scientology ONE and TWO only. And use Scientology Three, Four and Five to run the show and pick up those whose A, R and C is graduating up to them.

I hope you see this as sound policy. I know already that technical wins are in store for orgs using only the above data.

The keynote of an org is not money. It is SERVICE. If service is given at the level of the A, R and C demanding it, money floods in.

SERVICE means technical results. My heaviest interest is in high technical results and I know that what I am outlining for you here will give you higher technical gain per student and pc than any amount of higher level data inadequately rendered. Therefore I am not downgrading but upgrading technical with this simplicity, as you will discover.

I have to write up Scientology One and Scientology Two articles and texts. But you already have the technical side of them or will have in a few days of this Policy Letter.

It will take some doing to groove all this in. If you do, there are your new buildings and mobs of people and bursting bank accounts and influence.

So this is it organizationally. We're readying up for the public kick off. We'll all have to work hard to accomplish it. But we can do it-providing we do not exceed the basics above and providing we give SERVICE at the A, R and C level of those demanding it.

L. RON HUBBARD

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HCO POLICY LETTER OF 10 APRIL 1964

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**BALANCING INCOME-OUTGO  
PAPER, POSTAGE AND PRINTING**

The tremendous dent that paper and postage can make in the funds of an organization is seldom appreciated.

They are mainly invisible losses. They appear to be small. But nowhere is penny saving more rewarding.

An unleashed mimeo machine, where anyone can mimeo anything, can cost a thousand dollars a month. The paper, rather dear to begin with, mounts up to astonishing heights over short periods of time.

It is much cheaper to put it in the magazine. However "financial emergency", lack of Planning, like any other emergency causes promotional necessity. It takes too long to get it into the magazine and one resorts to mimeo.

Mimeograph has uses. But it has to be a guarded use. This is so much a fact that the "okay to mimeo" should be a function of an Association or Organization Secretary-it's that much a threat to finance.

Paper economy in stationery and related supplies is also important. One only need see a stationer's bill to know why. It adds up so fast. Here's a bill for five hundred dollars. What's been bought? Paper clips, envelopes, a stapler, no single large sum. Where did the supplies go? They're in somebody's overstocked desk, not to be used for years. I once saw all the desks in an Org cleaned out of unused (and not to be used) supplies and the aggregate filled a huge closet! About three thousand dollars, it was estimated. And new supplies being ordered daily!

Envelope supplies can be wasted by inexpert machine operation or an inefficient machine. If you have envelope wastage on machines, use only address tapes and paste them on the envelopes. Hand feed is often a better answer than machine feed on these big machines where envelopes are concerned.

**POSTAGE**

A periodic review of postage uses is very worth while in savings.

Rates by which magazines or news sheets can be mailed should be taken heavy advantage of. Sending a magazine first class is idiocy and blasts the promotion budget.

You will sometimes find several mailed items could have been combined with considerable savings. A weekly mailing for all of a certain type of item saves envelopes and postage.

**PRINTING**

Astonishing savings in printing bills can often be effected by as simple a thing as changing the magazine or mailing piece to a more standard size.

Scientology Orgs routinely go on a binge of "It must be high class printing" and then they find, sadly, that it didn't bring in any more income. People buy Scientology not printing. The stress should be on content, not format, and then the format should be made as good as possible within available funds.

Remember that the biggest dissemination activity in the world, religion, is notorious for bad printing. Yet they own fantastic property areas in the world.

Excellent printing is afforded by most huge firms and publishing companies. We can't rival them yet, so why try?

It's text that counts. What you say, backed up by what you can do. *Then* when we have the income for it, we'll begin on very fancy printing.

Printing bills account for huge outgo percentages. Cut them back by using cheaper paper *sizes* and other devices. It's well worth taking up.

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HCO POLICY LETTER OF 8 OCTOBER 1964

Remimeo

**ARTISTIC PRESENTATION**

For some time in some quarters in Scientology we have had a problem with regard to presentation.

Magazines are sometimes badly proofed, books are often shabbily done, tapes are played to the public on Woolworth recorders, etc. In some quarters we do very well, but in many we don't.

I have been looking this over for some time and have just realized what it is all about.

We live in a machine world. The whole yap of TV and newspapers is directed toward reducing effort. The primary goal of the civilization in which we live, it seems, is to reduce all personal effort to zero.

The less effort a being can confront, the more effect of effort he becomes.

If you reduce a man's effort output to zero you will also collapse his bank on him.

The modern trend of "don't do" accompanies the modern trend of an increased percentage of the insane in the society.

The crazier a person is, the less he accomplishes or does.

So we live in a world which is oriented to drive men mad.

But, more pertinent to us, we suffer from the continuous bait-"do it the *easy* way." "Do it in the way that will demand the least effort."

We see this in manufacturing particularly- the easiest way is the cheapest way is the most profitable way.

So we get into a "do it the easy way."

Well, that may apply to making spoons for profit, but it does not apply to presentation.

The whole world of the arts is directly opposed to the philosophy of the business man or manufacturer.

Art seeks to create an effect. An effect is not always created the *easy* way. Indeed, the better effects are quite difficult to achieve.

One can fall into creating easy effects to such a degree that one fails completely.

For instance, a dozen cakes are in competition at a county fair. The one that wins is not the easiest cake to make. True, the cook that made the winner may have some easy ways to short cut cake baking. But the winning cook actually takes that extra bit of care to make it all just right.

It isn't magic or luck that makes the professional. It's hard won know-how *carefully applied*.

A true professional may do things pretty easily from all appearances, but he is actually taking care with each little bit that it is just right.

The winner has it instinctively. The loser rarely even grasps the concept of "do it right".

Artistic presentation always succeeds to the degree that it is done well. How *easily* it is done is entirely secondary.

To the world of presentation, of putting up mock ups, the only guide is take the care necessary to do a good job.

To the world of the business man, the manufacturer, the primary guide is "how can we do it, easily".

These two philosophies clash.

We are taught daily in advertisements, by union leaders, by socialists that DO IT WITH THE SMALLEST EFFORT is the greatest goal in life. Do the least work for the most pay. Buy the automatic machine that chews up the most clothes in the least time. Use the roofing paper that goes on quickest and keeps out the least rain. Vote for Jim X who will make all the world eat without working. Do nothing yourself. Shove it off on the Mix Up Accounting Company-or the man at the next desk.

That all this leads to total dependence on gadgets, total enslavement to mounting economic puzzles, even to total enslavement to a Commissar Krushtoad in the next generation is neglected utterly. That less than two centuries ago we lived quite well and built more strongly and were a lot saner without all these ads, tools and commissars is never mentioned.

Man is solving himself to extinction. And all on the slogan "Don't exert yourself".

It's gotten so bad that people are shrugging off all responsibility for the state, for their friends, for anything and everything. "Nothing has anything to do with anybody" is the epitaph that nobody will take the trouble to write on the tombstone of this civilization.

Now this is no rant against automation or gadgets or self-sterilizing cat petters.

Use all the gadgets you can lay your hands on-if they really do work in your hands and don't absorb all your time in earning their price or repairing their faults.

No, my thought here is only this-keep your action level above your gadget level.

Keep ahead of automation. Keep ahead of do-it-for-you. Don't disenfranchise yourself by giving all your work away-to a machine, to a fellow worker.

If you've got equipment do one of two things (a) Use it to increase your production of effects or (b) Get rid of it.

But first and foremost realize that in presenting something, in trying to put up mock ups, that the best way isn't always the easy way. The best way is only *the more effective way*.

Work out first what effect you are trying to produce. Then when you've got that all taped, only then consider the easiest way to do it. And never consider the easier way at all if it is less effective.

Art takes that extra bit, that extra care, that bit more push for it to be effective art.

There is no totally easy way to produce a desirable effect.

And the day you drop some of your ideas of the effect you want to produce is the day you get a little older, a little weaker, a little less sane.

So don't buy the easy way. Buy only the effective way. If some of its points can then be made easy, good. If not, do it the hard way.

And only if you realize this can you escape the gargantuan trap of a society with the mass goal of "Nothing should ever be done by anything but a machine or somebody else".

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 FEBRUARY 1965

Remimeo  
Assn/Org Secs  
HCO Secs

**AD AND BOOK POLICIES**

**TEXT OF ADS**

If you examine most ads you will be appalled by the amount of sales talk and lack of information.

As an example, mock up wanting to have lunch at a top level restaurant. Now look up the ads in your local paper and the chances are you won't find enough data to patronize any one of the places who spent money on those ads. When do they serve? How much do they charge? What kind of food? Etc. Etc. Heavy sales talks but no data.

As another example: mock up being a car customer. Now look up car ads. Heavy sales talk, little information. Reading the ads you would not really know what car would suit you. Fuel consumption? Top and cruising m.p.h.? Weight? H.P.? Type of transmission? Turning radius? Etc. Etc. "The dashing young man buys a Klunk!" does not tell you what kind of a car it is.

Madison Avenue trends are to more sales talk and art and less data. Of course you have to buy more advertising because the ads placed sell so few of the product, which is all hay to the Madison Avenue advertising agencies.

You can waste an awful lot of money buying ads that don't contain enough data to sell anything.

An ad must be factual and explicit.

1. What is it? 2. How valuable is it? 3. What does it do? 4. How easy is it to do it? 5. How costly is it? 6. How do you acquire it? 7. Where do you get it from?

These are the vital parts of an economically sound ad. It is costly to omit them.

**AD MEDIA**

Placing ads in the wrong media can be very costly as the money is wasted.

Placing costly ads in media with too small a circulation is wasteful.

Single ads, not followed up, are seldom of value. Three consecutive placements one third the size is better than one huge ad. "What I tell you three times is true," is the maxim.

In Scientology, ads placed in intellectual publications are mostly worthless. Saturday Review of Literature, for example. Punch.

Fringe publications (like old Fate) have pulled well. Science Fiction mags pull very well. Any mag with a lot of Health Articles will pull well. And anything the AMA or BMA gets lots of articles into is very good.

**AD AND BOOK POLICIES**

1. No ad may be placed for publication without LRH review and written okay (LRI] Design and Planning Hat).
2. No ad may be placed for which cash payment is not available (no advertising on future hopes).
3. No long term ad contract may be placed which cannot be cancelled on a 60 day notice.
4. Only books may be advertised. Processing, training and services may not be advertised.
5. Only books of which supplies are or will be available in quantity within 60 days may be advertised.

6. The words "Scientology", "Applied Philosophy", the name "L. Ron Hubbard", either in the book title or ad text, must appear in each ad as well as the name and address of the org selling the book.
7. HCO or some other unit of the org may not appear in the ad. Only the *main* Org in the area in full-i.e. Hubbard Association of Scientologists International or the Founding Church of Scientology, etc-as the seller of the book.
8. No invitation to visit the org or see a Scientologist may be placed in any ad.
9. The names of org personnel or Scientologists may not be included in the text or address of any ad nor may any post title be included, only organization names may be used.
10. Every ad must carry, as part of its address to write to, a designation showing what media prompted the order-i.e. Hubbard Association of Scientologists International, Dept F (for Fate Magazine) + address of org.
11. The price of the book advertised must (a) be a round figure easily mailed in cash in an envelope without money order; (b) post free, and (c) charge free.
12. Every order received must be filled.
13. Income invoice lines must be closely guarded against cash losses.
14. Exact stock records of books must be kept.
15. No book may be sold for less than it costs the org to buy it, handle it and pay all postage on it, and no profit margin may be less than 121/2% of this to guard against losses in book selling.
16. The costing formula for pricing a book by the *publishing* agency (not the seller) is as follows: Printing cost x 5 + 2 x Surface post to furthest org. This is the standard publisher costing formula and allows for discounts up to 50% for large distributors, overhead and royalties. To sell for less than this is to cause loss and prevent distribution. This also allows enough money for the distributor and the publisher both to advertise. This is a *minimum* price formula.
17. Unauthorized books may not be advertised from org funds or sold under the name of an org.
18. Books may not be locally published without written authorization and it is unlikely that this will be given unless there is *no* way for the org to export funds for book purchase.
19. All books must be carefully proofed, and where errors are found after publication, errata slips must be enclosed in each copy.
20. Where books cannot be delivered within six months or at all, any money received for them must be refunded in cash or by cheque.
21. Where there is an unreasonable delay in filling orders on an item, all persons who have ordered that item must be informed.
22. All books mailed to book orderers must contain: (a) a self-addressed postcard to the org, on the back of which the person may indicate his desires for training, processing or further data and to which is attached, by perforated card, a statement of the org services, and (b) a book brochure.
23. The names and addresses of all persons ordering books from ads must be carefully kept and used in accordance with existing policies and practices.
24. Complaints concerning non-arrival of ordered books must be handled promptly and any books lost in transit from an org to customers must be promptly replaced.

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-Remimeo  
Sthil 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.
8. 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 I to I I 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 11 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 11, 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 tl-lis 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 in 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 booll

The point is, don't 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 mimeo 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 pcs* 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 pcs and students crowd in too hard. So you get plans "to train more only when we have instructors" or "few pcs 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 an HCO Sec 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 27 APRIL 1965

Gen Non-  
Remimeo

*PLANNING AND DESIGN*  
**BOOK PROMOTION DESIGN**

The following sequence of events are rough notes of the exact design to be followed in book sales in the future:

There are 7 types of Scn books:-

1. Public books matching lower levels for mass, popular and book store sales.
  2. Technical books making auditors.
  3. Reading texts (PE) one *reads* to the public meeting; (not extempore speaking).
  4. Drill texts which give drills, (include those that a Beginning Scientologist can do on PE).
  5. Instructional books making Instruction how to.
  6. Organizational books making organizational know how and hats.
  7. Civilization type books on how to organize and handle a civilization.
1. Public Book has a card in it for Free Memb and Free Ext Cse. Promises HBA, says HBA can be a field staff member and teach Beginning Sen courses in his part time.
  2. Extension course are special training books by correspondence (the old 50 course booklets!). Done quite easily but give good basics.
  3. He gets his HBA and different texts he can *read* to the public (type 3 and 4 books).
  4. He can select persons and aside from commissions also get bonuses of intensives and courses for himself.
  5. Beginning Scn people are also made in Org PEs by type 3 and 4 texts.
  6. They mainly buy auditing.
  7. One or two of each class buy a book, start for HBA.
  8. This is the tailor made inflow line for orgs.

I can see a little fellow buy or receive a book, read how he can get a certificate and then become in his part time a field staff member. How he can teach some principles via type 3 books but mainly by *reading* texts to them and sending them in to get audited or to get them to co-audit on a simple comm course (old PE-HAS). The little fellow will believe utterly the actual truth-we are out to change the world and we need Wm personally on staff in the field. And he'll work at it hard.

And there goes the evolution.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 MAY 1965

Gen Non-  
Remimeo

*DISSEM ADS*  
**SOME ALLOWED ADS**  
**BOOK ADS**

Here is a book that does what you don't expect a book to do. It tells you H O W. It tells you the basis of things, and the most basic of things is life itself. This then is a book about Life.

**THE PROBLEMS  
OF WORK**

By L. Ron Hubbard

*Just get it, read it, try it, and you'll never be the same again.*

Send - to:

**DO IT TODAY  
DIANETICS:  
The Evolution of  
a Science**  
By L. Ron Hubbard

Your first book on the applied Philosophy which shows you the road to a better life with fewer problems.

*Just Get it, Read it, and Use it.*

Price:

Write today to:

**DIANETICS:  
The Original Thesis**  
By L. Ron Hubbard

Dianetics is the only science of the mind built upon axioms. Workability rather than idealism has been consulted.

This is the road to a better life with fewer problems.

Just Get it, Read it, and Try it, and you'll never be the same. Price.

Write today to: PE AD

Two newspaper columns wide

Block Bold  
Block Bold  
All two lines

L. RON HUBBARD

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<p><b>SCIENTOLOGY</b> The Science of Life</p> <p><b>CAN CHANGE YOUR WHOLE EXISTENCE</b></p> <p>Attend a free two weeks course of 3 evenings a week Mon, Wed, Thurs, 7 to 9.30. Commences Monday evening (date)</p> <p><b>BECOME A BEGINNING SCIENTOLOGIST AND LIVE</b></p> <p>Address</p>
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Executives  
Saint Hill  
Students

HCO BULLETIN OF 30 AUGUST AD 15

**ART**

For some fifteen years I have been studying, amongst other branches of philosophy, the subject of ART.

The reason for this is: Art is the least codified of human endeavors and the most misunderstood. *What is Art? is* one of the least answered of human questions.

Art abounds with authorities. It was chosen because "that field containing the most authorities contains the least codified knowledge." The obvious invitation is to answer the question and codify the subject. This has now been done.

The subject was originally brought up in a conversation with Donald H. Rogers at 42 Aberdeen Road, Elizabeth, New Jersey, in 1950.

As this zone of human activity seemed to stand outside the field of Dianetics and Scientology, I thereafter worked with it on a casual basis.

Having published 15,000,000 words between 1929 and 1941, I was not unacquainted with the arts. Since 1950 I have worked with other arts than that of literature in order to make an advance on the general subject of ART.

I have made a breakthrough at last in this matter. And I find it is applicable to what we are doing and therefore also has practical value.

To make it a matter of record rather than a filed sheaf of notes, I am publishing these findings as an HCO B. I also feel they will be of some assistance in forwarding Scientology.

As in the case of all "pure research" (by which is meant study without thought of possible application) there is a sudden pay-off in these answers including the better dissemination of Scientology and the rehabilitation of the artist.

My incidental studies in the fields of photography and music materially assisted these discoveries.

Approaching the state of Clear has also assisted in comprehending this rather vast subject of ART. It is adventurous to state one has *solved* such a sweeping subject but here at least are the fundamentals and basics.

The following are rough notes but are in fact the basis of that branch of activity we call ART.

*THE FUNDAMENTALS OF ART*  
*BASIC DEFINITION*

ART is a word which summarizes THE QUALITY OF COMMUNICATION.

It therefore follows the laws of communication.

Too much originality throws the audience into unfamiliarity and therefore disagreement, as communication contains duplication and "originality" is the foe of duplication.

TECHNIQUE should not rise above the level of workability for the purpose of communication.

PERFECTION cannot be attained at the expense of communication.

Seeking *perfection* is a wrong target in art. One should primarily seek communication with it and *then* perfect it as far as reasonable. One attempts *communication* within the framework of applicable skill. If perfection greater than that which can be attained for communication is sought, one will not communicate.

Example: A camera that shoots perfectly but is not mobile enough to get pictures. One must settle for the highest level of technical perfection obtainable *below* the ability to obtain the picture.

The order of importance in art is:

1. The resultant communication, 2. The technical rendition.
2. is always subordinate to 1. 2 may be as high as possible but never so high as to injure 1.

The communication is the primary target. The technical quality of it is the secondary consideration. A person pushes 2 as high as possible within the reality of 1.

A being can take a lot of trouble with 2 to achieve 1 but there is a point where attempting 2 prevents 1.

If the ardours of 2 prevent 1, then modify 2, don't modify 1.

Perfection is defined as the quality obtainable which still permits the delivery of the communication.

Too much time on 2 of course prevents 1.

It is usually necessary to lower a standard from absolute perfection to achieve communication. The test of the artist is how little it is lowered not how high it is pushed.

A professional in the arts is one who obtains communication with the art form at the minimum sacrifice of technical quality. There is always some sacrifice of quality to communicate at all.

The reduction of mass or time or impedimenta or facilities toward the ability to render a result is the exact measurement of how much technical perfection can be attempted. The rule is if one is being too perfectionistic to actually achieve a communication, reduce the mass, time impedimenta or facilities sufficiently low to accomplish the communication but maintain the technique and perfection as high as is reconcilable with the result to be achieved and within one's power to act.

No communication is no art. To not do the communication for lack of technical perfection is the primary error. It is also an error not to push up the technical aspects of the result as high as possible.

One measures the degree of perfection to be achieved by the degree of communication that will be accomplished.

This is seen even in a workman and tools. The workman who cannot accomplish anything but must have tools is an *artistic* failure.

"Art for art's sake" is a complete paradox as a remark. "Art for the sake of communication" and "Attempted perfection without communicating" are the plus and minus of it all.

One can of course communicate to oneself, if one wishes to be both cause and effect.

One studies art only if one wishes to communicate and the search for artistic perfection is the result of past failures to communicate.

Self improvement is based entirely on earlier lack of communicating.

Living itself can be an art.

The search for freedom is either the retreat from past failures to communicate or the effort to attain new communication. To that degree then the search for freedom is a sick or well impulse,

Searching for and discovering one's past failures to communicate an art form or idea about it will therefore inevitably rehabilitate the artist.

However, due to the nature of the Reactive Mind, full rehabilitation is achieved only through releasing and clearing.

How much art is enough art? The amount necessary to produce an approximation of the desired effect on its receiver or beholder, within the reality of the possibility of doing so.

A concept of the beholder and some understanding of his or her acceptance level is necessary to the formulation of a successful art form or presentation. This includes an approximation of what is familiar to him and is associated with the desired effect.

All Art depends for its success upon the former experience and associations of the beholder. There is no pure general form since it must assume a sweeping generality of former experiences in the beholder.

Artists all, to a greater or lesser degree, need comprehension of the minds and viewpoints of others in order to have their work accepted; since the acceptability of a communication depends upon the mental composition of the receiver. Scientology then is a must for any artist if he would succeed without heartbreak.

In any art form or activity one must conceive of the beholder (if only himself). To fail to do so is to invite disappointment and eventual dissatisfaction with one's own creations.

An artist who disagrees thoroughly with the "taste" of his potential audience cannot of course communicate with that audience easily. His disagreement is actually not based on the audience but on former inability to communicate with such audiences or rejections by a vaguely similar audience.

The lack of desire to communicate with an art form may stem from an entirely different inability than the one supposed to exist.

Professionals often get into such disputes on how to present the art form that the entirety becomes a technology, not an art, and, lacking progress and newness of acceptance, dies. This is probably the genus of all decline or vanishment of art forms. The idea of contemporary communication is lost. All old forms become beset by technical musts and must nots and so cease to communicate. The art is the form that communicates not the technology of how, the last contributing to the ease of creating the effect and preservation of the steps used in doing it. A form's reach, blunted, becomes involved with the perfection alone, and ceases to be an art form in its proper definition.

A communication can be blunted by suppressing its art form: Example, bad tape reproduction, scratched film, releasing bits not authorized. This then is the primary suppression.

On the other hand, failing continuously to permit a non-destructive communication on the grounds of its lack of art is also suppressive.

Between these two extremes there is communication and the task is to attain the highest art form possible that can be maintained in the act of communicating. To do otherwise is inartistic and objectionable.

These, therefore, are the fundamentals of ART.

L. RON HUBBARD

LRH:ml.cden

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 JANUARY 1966  
(Reissued as HCO Pol Ltr of 8 August 1966)

Limited  
Non-Remimeo  
SH & WW Only  
Comp Section  
Dept 21 WW

**COMPILATIONS SECTION, DEPARTMENT 21,  
OFFICE OF LRH**

(A Conference held at Saint Hill by  
LRH on 19 January 1966)

The original composition of the WW Division was the realization that for lack of a central operating or governing body in operation all of these various orgs were more or less adrift. They couldn't in actual fact function without particularly good co-ordination from a central org. So the WW Division was formed.

Now it was first thought that your operating area was the Dissem Advisory Section and then I suddenly woke up and realized that the original purpose-why you were formed in the first place-had been totally violated. You were formed in the first place with just exactly this purpose and no other purpose: to help LRH get out the magazine materials and the promotion materials that he gets out for Scientology that's the total purpose. Now when you were put over into Dissem you were put back onto administration so if you were on administration in Dissem what good was that? But you left them and in actual fact the HCO Exec Sec WW without somebody to tell Dissem Division how to sell books, how to find a printer to print the magazine (in which we are not interested), how to copy tapes, how to write registration letters, how to get in their letter lines, how to get up statistics. In other words, that Dissem Advisory Section had absolutely nothing but what you're supposed to do. But nothing. They can find somebody to do that. But as long as you stayed over there I would be in the same situation that I was in. I'm going to tell you the situation I've been in, and it's quite a serious situation. I'm responsible for getting out a certain amount of promotional materials. I'm responsible mostly for the design of magazines and I definitely am responsible for writing a great deal of material and getting it published. Right now I'm 30 days behind in writing a new book. Now why am I? Well, we look it over and we find out that what I'm writing-at the present moment I'm writing a great deal of administrative material-writing a lot of policies, I'm handling an audit summary out here. I'm doing a lot of things but I'm being pulled off lines because formerly I didn't have enough help, myself. I had to wear this hat all by myself and it got behind and I'm trying to catch up with it now and it's over everybody's dead bodies. Now let me be very explicit.

If I have to go on a via, on a promotional piece, or the art work thereof then I immediately have no assistance on it. Do you see why? Because I'm going through a terminal that is not concerned with that except administratively. So it's really through an administrative terminal. Well, the second it does that then you get everything going on on a via and this work that is done in Compilation and so forth is quite rapid and is quite spontaneous. Anybody who is working in that section will go completely adrift because his stuff is being turned down and I never see it, and he doesn't know what he's working on and I never get a chance to talk to him. And he never gets a chance to talk to me. Now you're deprived, if you're not working closely with me, deprived of my intelligence service, oddly enough. Because promotion is matched against intelligence and I'm on that intelligence line hot and heavy and I know what they're howling and what they're screaming and what they're cheering about and so forth before anybody else finds it out. I even know what's going on in Tibet. I do conduct quite an intelligence service. I'm the only one in Scientology who does. Nobody helps

me with that hat, because what it requires is experienced evaluation and you don't buy that.

So I can tell you what we got ahead of and where and then I have certain problems that have never completely been solved in Dissemination. And one of those problems is style of the Art presentation and I think I got it licked. So that we've got it licked to this degree, that there is a beginning we can make and if we make this beginning let's find out if that's OK. And then let's steer it from there. Steer it by reaction. And then we'll gradually be able to guide this thing in some place. Alright, so it takes in actual fact a lot of teamwork to get out dissemination materials. But nevertheless, it also takes concentration and a fixed idea of what you are doing, instead of it's all up in the blue. And I'm of the opinion that a fellow should do more or less what he finds it rather easy to do and if it's a strain to do PE booklets or something like that, don't go on doing PE booklets; squawk.

Now this Unit is too few. It is too few by several. Now by that I mean this. If this Unit isn't backed up clerically, it can't handle the number of lines going through it. Now you've got certain lines and there are 4 main lines. There's the AUDITOR, there's CERTAINTY, there's the PABS, and the book flyers and brochure type of thing. Now these are 4 main lines. They may break down to 5 lines. Now in actual fact we probably need something like this. We probably need some kind of a make-up schedule of when what is due and what we've got to have and when we've got to have it and then we ought to just beat the devil out of this. We should have a make-up schedule for the next year and do it in a month. That's gone, so we've got all the CERTAINTIES for the next year, but we'll hold them back and we won't ship them. And then at any moment that we get a shift on the intelligence lines of some kind or another we can throw out one of those and replace it or we can tear a column out of it and put in the stuff that's really got to meet it. Now as soon as we can do that why we're all set, because then we've got this work stacked up, we know what's going to come out when, we know what these issues are going to be, we can go about in an orderly fashion and getting together the materials and just putting them together. Then we will work out, in spite of the original trouble we had on it, we will work out this blueprint system by which they set out their shooting boards. That's got some technical bugs in it and we'll get the technical bugs out of it and away we go. Now our goal is that every month one of these organizations on the continental level will mail a magazine which we have put together and which we're sure of. I was appalled last year in doing a survey to find out that none of their promotion was actually effective and it was no wonder they had fallen on their faces. It was only CERTAINTY that was being that and we were getting that out. We've got a certain amount of work we've got to do and a certain amount of stuff we've got to throw together before we can begin to throw a much wider sphere of action. Let's take one thing at a time. Let's get these magazines all straightened up so they're from here to Halifax. Let's get a year's worth of magazines stacked up. Let's fix them up so we can make shooting boards out of them. We won't make shooting boards yet. Then we'll set it on an assembly line whereby we get Department 2 I's copy facilities and so forth to finish the copies and mail them off on schedule (and we're getting a schedule) when they're supposed to do it. Then at any time we can interrupt that schedule if we have to. And we can change something and let it go out that way. If we can get these magazines out of the road for the next year we can then begin to breathe. And it's not too hard to do this. It requires one hell of a lot of articles from me, but requires an awful lot of put-together, a lot of editing, and a lot of original material. They've got to go into these things.

We've already got the Motif for CERTAINTY for the next year. I'm going to write a whole course for Scientologists and writing that course I'm going to get in just little articles, the highly generalized things that are intended for one and all and these are brand new, fresh articles. At the end of the year we'll have a little course and we'll put it in a book. It will make another paper-back.

Don't ever get the idea that you know what will be popular. Only get the idea that you can make every effort to make a right guess what would be popular and then be totally prepared to be knocked over tincup. Because I didn't think "A NEW SLANT

ON LIFE" would sell 10 copies. All its articles have already appeared in CERTAINTY magazine and ABILITY and it's been rehashed since hell froze over. It's a complete rehash and yet it's selling and selling and selling like mad. So alright. And after that we can worry about our other perimeter.

### **MOVIE DISSEMINATION**

Now if you've ever been around movies, it takes writing. You got to write against script. You want to go nuts. Start shooting f-films with no script. Complete, stark staring. You can actually expose miles and miles and miles of film if you have no idea of what the hell you're trying to shoot. And that's the surest way to make an expensive movie. So we're going to make cheap movies and make every piece of the film count and work them out at the other end and it'll all be fine. But what's this got to do with you? Well, it's got a lot to do with you because you're not going to sit on a magazine line in there. Now I get a lot of sudden rush jobs of one kind or another and they come in and they interrupt me so that they're going to interrupt your work too. But they aren't of any great importance and if we recognize what our main work is why we would be alright.

### **MAGAZINE MOTIFS**

Now if we can just sit down and get a year's worth of this stuff out-I can get the articles out and we can cook up what this is going to be and what that should be and we can look at some former issues and so forth, we ought to make some assignments on the thing. Like what promotional ideas should we have in the AUDITOR now until the February issue of 1967 and what should we be hitting on each one of these issues and we find our peaks follow the issue of the AUDITOR. So it's utter folly not to get the thing out.

What I want to have happen is get a list of Motifs and take it after the next one that we've got already laid out and take a list of AUDITORS from there on up to February, on a monthly basis. Now I've got to roll up my sleeves and myself get out a project of exactly what subjects I'm going to cover for the national magazines. And that requires a series of little articles and so on, but I can write up pretty well what those are, so I'll furnish that list. The PABs dictate themselves because they consist of Bulletins, but there haven't been many Bulletins issued lately so we may go into PAB reselection. Well, there's no reason why we can't get out PAB issues which will give us PAB booklets from past PABS.

The lists of the levels are all compiled, they don't even have to be searched up and I just had them done because that's going to form the basis of the main next text book I write. So why don't you go ahead and get a list of those things and get your PABs stretched out and what you're covering. It's alright with me if it takes 4 or 5 months to cover one of those levels, see, perfectly fine. And if you do it right, why then we can eventually wind up by combining 5 PABS, using the same shooting plate and get a PAB booklet and that gives us a 5/- book or something to sell.

Now we've got book flyers. And the book flyer is all very interesting and probably we need quite a few of them. We've done some. Now let's see what they do. Now let's see if they do produce the sale of books. So we'll put that on an investigation basis for which you want statistics. What book flyers do well. And let's explore this book flyer business and let's examine Dissem files and so forth to find literature on it of other people's book flyers merchandising, and I think it had better be a merchandising project primarily. And I think that's what's missing on the book flyer business. So if you can get a merchandising programme, then we can get the flyers into action.

Now I don't know what work you've got in progress but let me give you this as an order that I want put down in lines. DON'T YOU TAKE AN ORDER FROM ANY OTHER EXECUTIVE IN THIS ORGANIZATION. Don't take an order from anybody.

There are many reasons for this. There are people flying around with lots of ideas and lots of demands and that sort of thing and you're not the Compilations Unit for the organization. So this is another project I want you to engage on. I want you to go through what files you had of compilation and send back to each and any person whoever issued it to you to be compiled, this, and say this Unit is no longer compiling for the organization, please complete it yourself, and submit to your issue authority. You understand that everyone of those that comes to you is an order from some other executive and that's what's got you jammed and bottled up. I put my finger right on it. That's why you can't operate. Now this is the business you're in.

Now it so happens that there are literally infinite numbers of technical tapes down here in the tape section and there are tremendous numbers of transcriptions. And you ought to get a boy that sits there and puts them into articles and what you're doing is accumulating a backlog for some never-never time that we know nothing about, not yet; and you just get somebody going on digging articles out of tapes. The guy has got to be able to type. He's got to be able to write. We won't consider this hat filled at this time but we'll consider that that is a necessary hat in his unit. We need that post. Edited Tape Transcripts are available-those that have been corrected-and any corrected tape transcript is available but you don't have in that the correction of tape transcripts. But now the correction of tape transcripts is part of your section. And that would include, of course, transcribing tapes. But this is not the other project I just gave you. This is making articles out of tapes.

So we won't try beyond that to put together much of an org board because you should have a lino-type typist. You've got an Artist. You should have a linotype typist and a linotype typist is best used by simply taking copy and giving it to them and telling them what magazine it's going to be for and what point you want it in. You ought to have a schedule. This goes in the AUDITOR so this is going to appear 8 point in the AUDITOR and she copies it on a column this wide, cuts it off at that long and corrects it and hands it over. She shouldn't be paste-up. I'm a great believer in the fact that if a man is going to be responsible for a magazine he ought to paste it up. By the time you've said how you want it, 20/30 times and so forth, you could have done it 10 times. So what you consider these things are is artistic units. Each one is an artistic unit-a unit in itself.

### **MAGAZINE POLICY**

If certain things have to appear in national magazines, you're still guided by policies-what appears in CERTAINTY magazine? I think there's six or eight kinds of ad or mentions of ad that occur in it. Then there's certain policy that relates to it and so forth. Accumulate a book of everything that has been written on each one of the publications that you can dig up from any place and put it in a folder and put it in a file. And then you better work the Xerox machine to death after you compile all this-somebody wants a hat because he's doing the magazine-well, you better turn around and give it to somebody on the subject of the Xerox. Get 2 copies so you give me a spare. And don't go keep handing out the information. Collect this for the first time, the basic information that went with each one of these magazines. For instance, there is terrific information that has never been passed along with the AUDITOR. Big bunches of it. Sometimes you find it merely despatches. Now if you can get it organized along that line, your clerical assistance, your typing and so forth I'm not much concerned about-that's your baby. You haven't got much space to put it and that's where you're bound down.

So anyway, administratively, where purchase orders and that sort of thing are concerned, Reg has the right to sign a purchase order for your section because he's the co-ordinator of the Department. Now he hasn't in actual fact any right to order this section to do so and so, so and so and so and so, he's merely a co-ordinator. I don't wish to derogate that in any shape or form-I'm not talking about Reg, but the post of co-ordinator. And your primary purpose is taking that load off of me so that we can get a line out. Because I've got a jammed line and I'm telling you fellows if somebody



doesn't give me a hand in unjamming this line it's going to stay jammed for a long, long while. And every week that this line remains jammed with writing, dissemination, propaganda line, every week that it remains jammed probably costs Scientology a fortune. There's no question of cost here. I figured out one time what my overhead was to the Organizations or to myself in the field of writing and this is only from the revenue received from the material-the exact item that was written-this was some time ago-it was 21/21.6. It didn't matter what I bought, I could buy rare books in Icelandic which were totally embossed with solid gold and it would still only go to 21/2%, because the more source material I got, the more assistance I got, why the more valuable the work was. The harder I worked on it the more valuable the work was.

Therefore, I don't want you to go spending money left, right and centre on a bunch of things that don't go any place particular. Do this on principle, but I'm also telling you that I wouldn't let anybody put the brakes on you too hard on something that is essential. If you need a bunch of Greek drawings of some kind or another to carry out this motif and so forth and you don't go buy them, why I'm going to be cross. We're not operating on a "Have not" basis because we're not any longer operating with the org.

When we get our work done it's got to be effective. We're not interested in how effective we wish it was, it's got to be, and we've also got the whole programme here and it's at this point where we kick off. We've got to set a style and develop a pattern and co-ordinate all the various arts in Scientology. We got the definition of art and I'm very sure that is the definition, so all it is is a quality of communication.

Now we've got a message. The message we've got's pretty easy. And we've got to evolve some kind of a style to carry this message. See what I'm talking about? And we want it so fixed that 20 years from now why some artist does a painting and gets absolutely thrown right out of the exhibit-they just throw him right out through the door because it doesn't have any Scientology motivation in it.

## **TRENDS**

This is a talk about trend. I'm telling you that you can take a trend. You can push it forward. You can popularize something and you can make it good but you very often are quite surprised as to what will and the fellows who often know best about what will go, OK things that lay fabulous eggs and you can always be wrong about this, you understand. I was always fascinated to write a story that was unpopular that I thought was marvellous and I'd write a story which was just wildly popular-oh, it was bought all over the place-I didn't think it was much good. It wasn't my judgment that was wrong. I was sitting at the business end of it. I was sitting at my end of it, and I had my views modified by my taste which effort always educated and being a pro I was head and shoulders in criteria above what people out in the street would think in the same field. They were alright in their fields but this was my field. I very often missed and overshot-wrote too well-did something too well-did something far above acceptance level, except I know what the acceptance level is and the only way you measure the acceptance level is what they accepted and there's no other way to measure the acceptance level. It's not whether it's nice, bad or anything else. If you're going to communicate, you are going to communicate, and you won't communicate with somebody unless he has an acceptance level. But there are certain patterns to the mind that we know and certain things we can establish, and it's these things we've got to work out and if we merely agree that we should work in this direction then we should arrive. We know we're trying to work in some kind of direction. For instance, I had a little bit of a breakthrough the other night when I was talking. Everybody associates philosophy with Greece and in the university all your educated men were overwhelmed by Socrates and Plato et al; these were names they were supposed to cross themselves four times before they could get into the classroom. Well, good. Let's overwhelm them with the same symbols only let's fix it up. Let's fix it up.

## **REPRINTED BOOKS, ETC**

Reprinted books definitely belong to Dissem Division, Saint Hill. WW doesn't have any reprints. You can tell them so. You're getting rid of hats. Maybe that's a piece of it. You better tell the new Dissem Sec. Try not to bypass. Make an honest effort not to bypass. You want freedom for emergencies or for somebody? But you tell them that's theirs.

Things that were originated properly on Sec Eds, just complete them properly. Stuff that's coming up from all those quarters, you get rid of it.

## **REFERENCE MATERIAL**

You can go to Museums for anything else you want to. Lay off Egyptian. Lay off Chaldean, Babylonian, Persian, Chinese, Japanese, Buddhistic, because they don't all work. As far as I'm concerned those fields are now trite. Trite in the extreme. That's my feeling about them. Mind, the Rosicrucians, I think, are using Chaldean or something-I've not exactly identified-it may be they haven't either. We can do better than that.

And Greek-I was just hitting a field in Greek and we might be right or wrong, but I think this is a field where it is absolutely boundless, the amount of material and every Art School starts in in that direction and so forth. You don't lack the materials. I just thought of the Discus thrower. Done with one of these dolls, that an artist uses. Take a mannequin. Streamline him, put him into the position of the Discus thrower. You can take the front of the Parthenon, simplify the pillars-no end-and put in an entirely modernistic frieze. Made out of mannequins-anything, it doesn't matter, but I suddenly saw that there's a bountiful field of material.

When you are doing something like this, you want to look for an ocean of material. Well, what it evolves to is that with this arrangement you are free to go up and do it. And as for materials and equipment which we need to accomplish a result, just take it from me with one issue of one magazine I paid for every camera that had been bought before or has been bought since about ten times over. Those cameras weren't even used on the project. I'm just talking about the relative value of the material and the product. You can only do that if your product remains good-your product is not necessarily good-to hell with that word, but it means effective, but we're not too much interested in that. That's of no importance. It would be of great importance if we had 8 miles of film without any picture, d'you see?

You got a good start on writing style now. My writing style seems to be very beautiful but what my writing style is can be summarized: it is friendly and it makes nothing out of pomposity; maybe it could be further described, but that's good enough at the moment.

**L. RON HUBBARD**

LRH:ml.cden

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 FEBRUARY 1966

Remimeo

**DOCTOR TITLE ABOLISHED**

In protest against the abuses and murders carried out under the title of "doctor" I abandon herewith all my rights and legitimate use of this title as the name has been disgraced.

I was a Ph.D., Sequoia's University and therefore a perfectly valid doctor under the laws of the State of California.

My beloved grandfather was a doctor and was known as such throughout his life.

Through the ages the term "doctor" has meant "a learned man" but in modern times has been stained by its preemption by medical doctors and psychiatrists and I do not care to be associated in any way with faithless men or ignorant butchers or murderers.

The title of "Mister", implying "Master" I also abandon.

I wish to be known solely by my name "Ron" or Hubbard, an honourable name in the fields of philosophy and exploration.

Any and all D.Scns may apply for and receive a new certificate and the title "Dean of Scientology".

I wish to call to attention that any certificate ever issued by me is valid first by my signature and second by the laws of the country in which its corporation is founded.

The originator of a subject traditionally has the right to qualify persons in that subject and this is the chief source of any title of learning.

I could with ease defend any use of the term doctor in any nation but the name has come into question by association.

This is the second time I have requested not to be so named. The first was in the late 50s in Washington DC. But people have continued the practice against my wishes and I have not lately been active in correcting them.

No secretary, press spokesman or LRH Communicator may hereafter refer to me as "Doctor" or sign my name as such.

I have been a "captain" of sailing vessels, a "captain" of corvettes, a "sergeant" of marmes in my extreme youth, a "commander" and many other captions. And as a Scientologist knows, one has had other names.

"L. Ron Hubbard" is a proud enough title. Or humble enough. I wish it to so remain.

The wide world calls me plain "Ron". That is more than good enough for me, signifying as it does the friendship and confidence of the many. They are my friends.

L. RON HUBBARD

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Org Exec Sec WW  
ES Comm Tech WW  
ES Comm Qual WW  
Org Exec Sec Hat  
Tech Sec Hat  
Qual Sec Hat  
Org Sec Hat  
Dir Reg Hat

HCO POLICY LETTER OF 3 APRIL 1966

**DIANETIC AUDITOR'S COURSE**

The Org Exec Sec WW has the  
authority to arrange and order  
and issue check sheets for  
Dianetic Auditing Training.

For any arranging or establishment of a Dianetic *Course* as per HCOB 3 April 1966 "Student Auditing Dianetic Auditing" the following must be observed:

1. The course must be not less than one month.
2. It must not be extended endlessly for the student.
3. It is not the same as grade courses in that it does not contain grade material or even the gradation chart but contains Dianetic data.
4. It must remain precisely within the limits set by HCOB 3 April 1966 so far as its auditing is concerned.
5. It may not be sold as a course for less than \$ 500 in the US or 112 5 sterling in the UK or other continental areas.
6. Scholarship up to 50% may be issued.
7. Only cash may be accepted and no credit allowed.
8. Healing laws must be given heed by not selling such auditing or promising to heal by reason of Dianetic auditing.
9. The course may be advertised as, paraphrase, the way up to a capable human being is the realm of Dianetics-Scientology reaches from a capable human being upward. Success in Scientology is assured by a thorough grounding in Man's most advanced school of psychology (or the mind)-Dianetics. Dianetics was the ultimate development of the mind of human beings. Scientology is the road from there to total Freedom. This is a study and practice course which is a prelude to becoming a Scientology auditor and brings one a complete understanding of the mind so that one is then prepared to understand the spirit in Scientology, etc.
10. Academies and especially Saint Hill may teach and practice HCOB 3 April 1966 as part of Level 0 *providing* it is studied along with the other materials and forms the practical of Level 0.

At this writing there is no pattern of how to include this material and one must be developed by experience. But it is pointed out that Academies have never failed to do well so long as a one-piece Dianetic type course was available.

It could be that experience, cautiously won, will show that the public will buy the Dianetic course in droves.

It could be we should drop the Dianetic word from Dianetic techniques as refined in HCOB 3 April 1966, as they are really pretty awfully advanced from where we were in 1950 and call it the Basic Auditor's Course or the Basic Academy of Scientology Course and call the technique Basic Scientology. If so, texts will have to be edited and Scientology substituted everywhere for Dianetics.

These problems are left to the Org Exec Sec WW as they will gradually evolve into a new success.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 JULY 1966

Remimeo  
Distribution Hats  
Sec Hats

**LEGAL ASPECTS OF SUCCESS MATERIAL  
PUBLICATIONS**

In order to be safe-guarded in the question of copyrights and other legal aspects with regard to the publication of any success material, all letters leaving the Department of Success which contain a request for success stories, case gains, wins in life and wins obtained by the application of Scientology data in life or work, must be accompanied by a mimeographed or photolithoed form with the following wording:

TO THE DIRECTOR OF SUCCESS (Name of Org)

Church of Scientology of California

(Address of Org)

I HEREBY GIVE MY PERMISSION TO PUBLISH MY LETTER OR FORM IN WHOLE OR IN PART OR TO SUMMARIZE ITS CONTENTS IN ANY OF THE PUBLICATIONS OF THE CHURCH OF SCIENTOLOGY OF CALIFORNIA.

NAME	SIGNATURE
ADDRESS	DATE

Should success material derived from incoming letters be used, where a permission to publish has not been obtained or it is no longer feasible to obtain such, then it is forbidden to publish the full name of the writer. Instead the initials of the name and the place may be used.

Under publication is meant: any written communication which reaches the public in promotional material such as Book Flyers, Brochures, Info Packs, Information Letters, Executive Letters, HCO Policy Letters, articles appearing in the press, advertisements appearing in the press and in any one of the Scientology magazines.

L. RON HUBBARD

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 AUGUST 1966

Gen Non-Remimeo  
Applies to  
LRH Keeper of the  
Seals & Signatures  
WW  
ES Comm Dist WW  
Org Exec Secs  
Dist Secs

**INFORMATION PACKETS**

There is a cardinal rule which has to do with any Distribution or Dissemination mailing piece which is:- NEVER INFORM SOMEONE OF THE ROAD TO FREEDOM WITHOUT ALSO INFORMING HIM OF HOW AND WHERE TO GET IT. Therefore, it is essential that the following points be closely adhered to when mocking up Info Packets--

1. An Info Packet must sell and make people reach.
2. An Info Packet should be pretty and eye-catching, so that when it is received the person receiving it is so interested in it that he will read the full contents of the packet.
3. An Info Packet must be "punchy" in text and in its ads, i.e., it should really communicate to the person it is being sent to and be on his reality level.
4. An Info Packet must sell a book. This is important, as this is how you get new names in your C/F. It is important that the book that you choose to advertise will hit the reality level of the type of people you are mailing to. For example, a good book to sell to a mailing list of pro-nuclear disarmament supporters would be ALL ABOUT RADIATION.
5. An Info Packet is not just one pamphlet all by itself. It is a packet containing several pieces. These could be a short punchy article designed to increase the person's interest and cause him to reach more, a book flyer, and a book order form. If it were a local mailing, you could even enclose an invitation card for the PE. So, therefore, you have an article which causes him to reach more, a book flyer which tells him what he is to reach for, and a book order form which shows him where and how to progress in Scientology.
6. Your format for your three Info Packets for mailing lists must not be the same, as there is no sure fire way to appeal to all persons of that mailing list, and whereas the first Info Packet may not cause the person to reach further the second or third may cause him to reach further.

When Info Packets are sent to WW for approval they must be accompanied by a despatch telling what type of mailing list they are going to be sent to and each Info Packet must be clearly labelled as to which mailing (1st, 2nd and 3rd) they are for.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 NOVEMBER 1966

**POSTAL ECONOMY**

Gen (Cancels Urgent Directive ED 62 WW and 95 SH Postal  
Non-Remimeo 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 Advance 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 designing 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

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 NOVEMBER 1966

Sthil only

**IDEAS AND COMPILATIONS BRANCH WW**

(Amends HCO Policy Letter of 8 August 1966

"Compilations Section, Department 21,

Office of LRH", and HCO Policy Letter of

18 July 1966, "Office of LRH, LRH Personal

Office Organization")

The Ideas and Compilations Branch WW, Division 7, Dept 21 is transferred to the Office of the HCO Exec Sec WW, Division 7, Dept 20 under the supervision and direct orders of the Divisional Organiser Dissem WW. Any and all communications to Ideas and Compilations Branch WW must go via Division Organiser Dissem for approval before being passed on or returned.

All final copy and proofs of magazines, books, etc are to be sent to the Founder when possible for his approval to print.

L. RON HUBBARD

Founder

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 JANUARY 1968  
(Reissued from LRH SECED 56 INT June 14, 1965)

Remimeo  
BPI

**POLITICS, FREEDOM FROM**

1. I hereby declare Scientology to be non-political and non-ideo logical.
2. Politics and ideology may be no part of any decision to train or process individuals, and any such interrogation shall cease to be a part of any application for training, processing or membership.
3. This does not change any policy relating to suppressive persons. It does delete any words in any form which seek to bring about a statement of political allegiance or antagonism.
4. It must be kept in mind and brought forward emphatically that Scientology does not work in the absence of official control and no matter who sought to use its principles, has uniformly failed in the hands of non-Scientologists and organizations not controlled by the Central Organizations of Scientology or myself.
5. The reason for this declaration is the consistent disaster visited upon her «allies" by the United States government and the efforts of that government since 1955, stepped up since 1963, to seize Scientology in the United States rather than forbid or stop it and the role played by the United States in inspiring the Victorian State attacks in Australia. Scientology technology is no longer offered to the United States government in any effort to assist her in political ends. Our participation extends only to our willingness to process U.S. officials as individuals unconnected with their political aims, if as individuals they are not debarred by other existing policies relating to treating the insane or our Ethics system.
6. All statements attacking any political entity or ideology are hereby withdrawn and cancelled in any lectures or literature.
7. Scientologists may be members of any political group on this planet without restraint only so long as these individuals or that group do not attempt to seize Scientology for their own warlike ends and so make it unworkable or distasteful by invidious connection.
8. Scientology is for a free people and is itself on this date declared free of any political connection or allegiance of any kind whatever.

L. RON HUBBARD  
Founder

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 MAY 1968  
Issue III

Remimeo  
BPI

**TRANSLATIONS**

I have solved the principle of translation of books, which is as follows.

The Scientology words themselves are not translated. The definition of the Scientology word is put in the foreign language but the word itself, like engram, is not translated.

In translating, the Scientology word is put in italics (the first time it is used in the text) and the definition in the foreign language follows it in parenthesis. A glossary of terms is then put in the back of the book giving the Scientology words in alphabetical order with their definitions, as already defined the first time they appeared in the text.

This means that these foreign languages will have a Scientologese vocabulary of 400 or 500 words that have to be learned by students studying the books and materials in the foreign languages. They learn them as completely arbitrary symbols and therefore no misunderstandings can occur (unless somebody misdefines them).

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L. RON HUBBARD  
Founder

[See also HCO P/L 22 September 1972, *The Basic Principles of Translating*, in the 1972 Year Book.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 DECEMBER 1969  
Issue II

Exec Councils  
LRH Comm  
Franchise Holders  
Gung-Ho Groups  
Dissem Secs

**ISSUE AUTHORITY FOR TRANSLATIONS  
OF DIANETICS AND SCIENTOLOGY MATERIALS**

No bulletin, tape or book may be published in any form in a foreign language without obtaining Issue Authority.

Issue Authority for such is held by LRH Comm, Pubs Org, to whom all translations must be sent for approval before printing or mimeoing.

This also applies to quotations and excerpts from Dianetics and Scientology materials which are made up into handouts and info packs.

Each and every application for Issue Authority for a translation must be accompanied by an attestation by a Class VI, VII, or VIII Auditor that the materials contain exact duplication of technology, without addition or alter-is.

No matter how expert the translator is who did the translation, the attestation by a trained Scientology auditor must accompany it, or it will not be granted Issue Authority.

This policy is retroactive, and any bulletins, tapes or books which have been translated but not granted Issue Authority must be resubmitted for Issue Authority. When issued they must also be copyrighted and bear the line "COPYRIGHT© by L. RON HUBBARD". The purpose of this Policy Letter is to ensure that all foreign language students of Dianetics and Scientology have the benefits of standard tech.

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L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 24 NOVEMBER 1958

Full Distribution

**MAGAZINE POLICY**

The public is easily confused and must be given stable data and standard articles from tapes or texts they recognize. And always at their level of training.

Squirrel data starts trouble with the regular customers, gets excitement only from the nuts and freaks. These write much, spend nothing. Squirrel articles, by-lines, opinions reduce dissemination.

The public has proven they buy my material. I worked for 30 years and 20 million published words in 100 publications to earn my right to a by-line. We therefore do not use my by-line so somebody who has not earned one can have a free ride. By-lines don't come that easy. Tell them to go get one in the Sat Evening Post and then come back and you will let them sign an article.

My by-line on my articles only. Never my by-line in staff writings. Say "Taken from the writings and lectures of LRH" no other by-line ever.

Mention my name once each issue. Give one good datum at least per issue.

In any news or tid-bits column, *never* mention a staff member. Staffs lose more business being cute in their own papers about their own adventures. The public yawns. Mention only prominent field people and groups and nothing coy even then.

Be dignified but enthusiastic. The public buys reassuring hope, not skeptical guesses. Never be reservedly scientific or doubtful-it is a pose and a corny one reserved for less successful people.

The public wants data old or new. There's tens of millions of words of unpublished Dianetics and Scientology data they have never seen even if you have. What is new to them is always old to you.

Print a format that can be read. A bad one is an ARC break. Too fancy a one disturbs the text.

Always mention Books, memberships, processing, training, records, special events, E-Meters, insignia, badges and group services in every issue.

Run only little classified type ads for outside people-tiny, short, interesting like the personals in the newspaper, never bigger. Put these people in perspective to the Central Org. The only big ads which can appear in the magazine are for the Central Organization.

The basic purpose of the magazine is to sell books on Dianetics and Scientology. Base its policy on selling books. Mention, discuss or write articles about services. But always sell books.

Make every issue count. Write issues people in Promotion and Registration can use as Minor Issues. Send out a leatherette covered Major Issue with lots of data once a month. Send a Minor Issue out every time you need a special booklet. Majors are more timely, less general. Minors are general.

Org Mags are for *itse* not for hoarding. Fire Minors as far and as many as you can. They need no covers. Only paper faces. Eight page things. Use photo-litho. Never, never mimeograph more than 75 copies of anything. Put it in a magazine form. It's cheaper. Use photo-litho. It's cheap. Make up on boards in the office. Always have it actually printed outside, never in the Organization. We don't manufacture well on stuff like magazines or E-Meters.

All magazines are my communication lines, never an organization's. Organizations can't talk, the public doesn't listen. If you want to know how it should sound and look, ask yourself how I'd want it-you will have the answer that's being bought throughout the world.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
WASHINGTON

HCO POLICY LETTER OF 24 OCTOBER 1958  
Reissued from Washington, D.C. (from HCO Pol Ltr  
24 Oct 1958 applying to "Certainty Magazine" originating from  
London)

I to each staff  
member All  
Ability hats field  
offices HCO  
London

**ABILITY MAGAZINE**

Ability Magazine should be issued semi-monthly.

Issues shall be used broadly as mailing pieces and are not to go just to the membership and be forgotten.

The first Ability of the month shall be an Ability Major issue, the second issue of the month shall be an Ability Minor issue.

Ability Major: shall consist of informative technical material, advertisements and programmes.

Ability Minor: shall be dedicated only to programmes such as Extension Course, such as training, such as processing results.

Ability Major is mainly of interest to the membership and informed Scientologists.

Ability Minor shall be of interest to the broad public.

L. RON HUBBARD

LRH:rs.md.rd

[Note: Duplicate policy letters of same date were issued for *Certainty*, *Ability* and *Understanding*.]

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 26 JANUARY 1959  
Issued at Washington  
Supersedes HCO Policy Letter of 23 January 1959

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

LRH:mp.gh.rd

[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. ]

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 15 JUNE 1959

*Hat Write-up*  
**PAB LIAISON**

- PURPOSE:** To see that PAB material is supplied London months in advance.
- DUTIES:** To edit tape material, transcribed by Tape Transcription, suitable for PABS.
- All PAB material should be taken from the LATEST and most current tapes of LRH, or from handwritten PABs by LRH.
- All PABs are technical data.
- Maintain good communication with PAB Liaison London, or any other PAB Liaison post; London sends PAB copy to New Zealand and South Africa, who print their own PABS.
- All PABs for the United States are printed from London.
- If possible, as an accommodation to PAB Liaison London, send London the original for printing use, and send 2 carbons, if possible, for London to send on to New Zealand and South Africa; otherwise London types their own copies (from the original which you send) for the other PAB posts across the sea.
- Be sure one copy gets filed in the PAB material file in HCO.
- Before sending PAB copy to London, send to LRH for approval.
- PABs are orderly in advance. Never issue a "hot PAB" giving very latest data, skipping over materials you have lined up for PABS, unless directed to do by LRH; i.e., occasionally LRH will ask that an HCO Bulletin be released as a PAB.
- The PABs go to all the International Members in good standing.

L. RON HUBBARD

LRH:mp.cden

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W.1

HCO POLICY LETTER OF 2 JULY 1959  
Issue III

### SCIENTOLOGY MAGAZINES

Definition: Minor Issue: Anybody can read and be happy he has done so.

Definition: Major Issue: Scientologists can read and get busy about things.

Priority of Ads in a Scientology Magazine:

Books

Books

Tapes

Processing

HAS Co-Audit, PE

Memberships

Extension Course

Academy

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 6 OCTOBER 1959

CenOCon

### TWO FINE MAGAZINES

The recent US Ability No. 105 which gave all the book lists and check sheets and the SA Understanding Issue 13 which gives the data on courses are two well thought out and excellently executed magazines.

I thank all those concerned with their creation.

I advise all Central Organizations to use them as models for two future issues.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 30 OCTOBER 1959

CenOCon

**MAGAZINE ARRANGEMENTS**

Certainty Major is to be replaced by a PAB Magazine made up, printed and mailed from HCO WW Monthly to Lifetime, Founding, Participating (until date of expiration only) and International Membership.

Certainty Minor (Continental Magazine) is to be made up monthly and sent to print by its editor. The Director of Promotion and Registration decides how many copies the HASI concerned requires, the Director of Materiel orders them direct from the printer and the Addressograph Department mails them regularly each month.

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Dinah Day  
HCO Dissemination Secretary WW  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 OCTOBER 1959

CenO

**MAGAZINE MAILINGS**

CERTAINTY Major is to be replaced by a PAB Magazine made up, printed and mailed from HCO WW to Lifetime, Founding, Participating (until date of expiration only) and International members, to arrive on the 5th of each month.

All offices please ensure that the names and addresses of these members are printed on *gummed rolls* of paper or duplistickers and sent airmail to HCO WW to arrive no later than the following number of weeks before the 5th of the month:

New Zealand	-	6 weeks
Australia	-	6 weeks
S. Africa	-	2 weeks
U.S.A.	-	2 weeks
U.K.	-	1 week.

Any rolls arriving later than the date required will be dealt with last, and will not be dealt with at all if not gummed. The only exception to this is HASI London, who supply addressed envelopes 9 1/2" x 6 1/2" (9" x 6" is too small).

CERTAINTY Minor is to be made up monthly for U.K. only and sent to print by its Editor. The Director of Promotion and Registration decides how many copies the HASI concerned requires, the Director of Materiel orders them direct from the printer and the Addressograph Department mails them regularly to arrive on the 25th of each month.

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Dinah Day  
HCO Leading Steno WW  
for  
L. RON HUBBARD

## HUBBARD COMMUNICATIONS OFFICE

CenO  
Dissem Sec  
HCO Sec  
Assoc Sec  
Mag Editor

Saint Hill Manor, East Grinstead, Sussex  
HCO BULLETIN OF 15 MARCH 1960

### **DISSEMINATING SCIENTOLOGY**

Disseminating Scientology means: Getting the materials of Dianetics and Scientology disseminated *widely* and by efficient presentation.

How many students and preclears we have depends largely upon HOW MANY BOOKS ARE SOLD, and after that, how efficiently and effectively those students and preclears are handled by Scientology personnel-i.e., the Registrars, Reception, Instructors, Staff Auditors and any other Org personnel in contact with them.

Most Central Orgs rely heavily upon their magazine to advertise books. Some magazines push books ahead of all elsp-some only run book lists, some book lists and occasional book ads. Some Central Orgs have other dissemination lines also to push their book line.

Regarding a Scientology Magazine, present policy is repeated here:

*"The basic purpose of the magazine is to sell books on Dianetics and Scientology. Base its policies on selling books. Mention, discuss or write articles about Services. But always sell' books. . . All magazines are my (LRH) communication lines, never an organisation's. Organisations can't talk, the public doesn't listen. . . ."*

Which is to say, "Always *sell* books"-this means more than just listing them in a magazine. Just showing a book list doesn't always sell a large number of books. When selling any MEST product, the potential buyer has to be told WHY he should have this product-WHAT will it do for him-what is in the book-what it's about-why he should read it-etc, etc. Just seeing a book title listed does not always prompt a person to buy the book.

Books on Dianetics and Scientology are for the most part the only MEST items we sell; Scientology itself is an intangible thing-the public can't "see" it, not "feel" it, it has no mass. So our books are about the only thing we have that is MEST, something which they can hold in their hands-read - touch- etc.

Also, Books are our Number One entrance point to getting students and pcs (apart from live communication, but at this time we have more people to get books distributed than we have people to get students and pcs in by live communication).

When letters are written to people who have CF folders, these people have in most cases READ A BOOK.

### **AN IMPORTANT POINT**

Since Scientology magazines are LRH's communication lines to the public, and since the purpose of the magazine is to sell books, it is just as important for HCOs (who publish Scientology magazines) to see that Ron's books get advertised properly, every issue, as it is for an HCO Communicator to see that LRH dispatches get routed quickly and to the right terminals-as it is for an HCO Steno to quickly type and issue Ron's Policy Letters and Bulletins. These are his communication lines.

An HCO Office is the office of LRH. Its purpose is to help him wear his hats. HCO publishes the Scientology Magazine. HCO sees that his dispatches and letters get quickly handled and routed-that his bulletins and policy letters get issued fast *and that his BOOKS (his largest comm line) get delivered to the proper terminals, too.*

HCO Offices and Central Orgs, please note: It is just as important therefore, to see that LRH's Books get disseminated fast and widely as it is to see that his dispatches are delivered immediately.

People do read Ron's books, so let's get them disseminated as wide as possible. Use Scientology Magazines-use well-prepared, aesthetic, presentable flyers-brochures -announcements-mailing lists-book stores- newspaper ads-local trade journalssalesman magazines. Use all media available to you to get SCIENTOLOGY BOOKS DISSEMINATED EVERYWHERE.

Then we'll have healthier problems such as, "Where do we get 15 more instructors and 26 more HGC Auditors!"

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Mildred Galusha  
via Peter Hemery  
For  
L. RON HUBBARD



HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 20 JUNE 1960  
(Reissued from Sthil)

**RUSH MAGAZINE NOTE**

All HCO Offices

Please publish as soon as possible HCO Bulletin of June 23, 1960, The Special Zone Plan (which is being sent to you this week) in Ability, Certainty, Communication, Understanding, Reality and Affinity and make certain the issue arrives in the hands of all Dianeticists and Scientologists new or old.

This article contains the Special Zone Plan that may change the whole future of dissemination.

Do not publish the HCO Bulletin of June 10, 1960, "What We Expect of a Scientologist", that says we are not practitioners, as HCO Bulletin of June 23, 1960 is an improvement on it.

Hold any issue you have planned and do instead HCO Bulletin June 23, 1960. This is urgent.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 3 AUGUST 1960  
Reissued from Sthil

**MAGAZINE ADVERT. POLICY**

CenOCon

Field auditors and Orgs can no longer be advertised in Central Org magazines for pay.

Unless the HCO Sec and Org/Assn Sec are pleased with the centre and auditor they cannot be run at all.

Run classified adverts as you wish but only if you like the people. Run adverts classified type for people you want to compliment. Otherwise no, absolutely not.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 SEPTEMBER 1961

Sthil

**PHOTOSTATS**

All use of the Polyprint Photostat machine should be done by only one person.

The machine should be kept clean.

The fluid must be emptied out after *every* use, into the plastic bottles.

Do not remove thin tubes from the plastic bottles. It is *air* that causes colour of fluid to darken.

If a fair copy is not obtained, or if figures are dim, or finished photostat is pink, it is operator error. Study the instruction book. If it's missing, get a new one.

Check all lamps when leaving room. Do not leave a safelight on by error. They are hard to see in a lighted room.

Don't splash fluid on yourself, table or floor. It leaves very dark stains.

Do not waste paper. It is very costly.

L. RON HUBBARD

LRH:jl.rd

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[Excerpted from HCO P/L 13 September 1961, *General office Orders*. A complete copy appears in Volume 3, page 357.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 AUGUST 1964

General Remimeo  
Magazine Editors  
Dissem Secs

**TECHNICAL INFO FOR CONTINENTAL MAGS**

Policy is now that no technical may be written in Continental mags which is not written by myself or directly transcribed from my tapes and shown to me before printing.

L. RON HUBBARD

LRH:jw.cden.kd

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor. East Grinstead, Sussex

HCO POLICY LETTER OF 17 APRIL 1965

Sthil Only  
Dissem Div Only

*DISSEM DIV*  
**ADDITIONAL MAG POLICY**

Keep out of releases local names of Sthil and orgs.  
Use only for names of auditors and groups.  
Give no more publicity to Centres of Franchise Holders.  
Publicise only auditors and pes who have been trained or processed. Show how *they* are changing or how they are changing their environment and applyillg Scientology.  
Increase statistics columns.  
Don't go high school or chatty.  
Advertise Sthil and Academy Courses and HGCS.  
Keep out of it long pieces I don't write.  
Concentrate on selling one thing per issue. Don't shotgun.  
Each issue to have a motif. Knock out the bargain basement aspect.  
With the motif offer something that makes people want to reach for their local org.  
Push also reaching for Saint Hill via the local org.  
*Never* offer anything that makes anyone have to decide anything. Our public won't decide and can't judge. Just TELL them to.  
Offer no tricky or complex prices.  
Offer THE book for their friends in half dozen lots. "This is the book for your friends. Buy it in half dozen copy lots. Costs only per book, that's for six. Buy it from your local org."  
Do all the deciding. Concentrate attention in each issue on I thing.  
Use *their* names not org names.  
Foster-if it isn't in the Auditor it didn't happen.  
Knock out all but LRH by-lines on photos or articles, as the public gets too dispersed.  
Editorial purpose is "To show the world successful Scientology and Scientologists and make them want more Scientology."

L. RON HUBBARD

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 JULY 1965

Gen  
Non-Remimeo

**CONTINENTAL MAGAZINES TO MODEL AFTER  
CERTAINTY**

In order to program and facilitate release of data, promotion and dissemination and to ensure its correctness, all continental magazines (Ability, Communication, Understanding, Reality, Affinity) are to use Certainty as a model, using the releases, articles, and similar ad copy that is in Certainty in each continental magazine.

Certainty make-up is done right here under the supervision of the Office of L. Ron Hubbard. It releases what is to be released continentally (and when). With continental magazines modelling on Certainty then, there will be a uniformity of data, promotion and dissemination throughout the world.

You may add local news or further promotion for local events, such as Congresses, tape plays and special events.

When you get a copy of Certainty in print, you may feel this is already released data; but REMEMBER, it hasn't been printed on your continent yet.

A copy of Certainty will be airmailed to each HCO Dissemination Sec as soon as it arrives from the printers.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 SEPTEMBER 1965  
Issue II

**PUBLICATIONS**

Gen  
Non-Remimeo

*(Preserved policy from former Policy  
Letters which have been cancelled)*

**The National Magazine**

International Members receive every other month a Major issue of the National Magazine. Everyone in the address files receives the Minor issue in the alternate months.

**The Auditor**

The Auditor goes to all Founding Members, International Members, Lifetime Members and Professional Auditors, but the mailing of this magazine is not to be promised and comprises no part of the pricing programming, Saint Hill making no promise to continue to issue it to any certain person or anyone.

**The Professional Auditor's Bulletin**

The Professional Auditor's Bulletin goes to all International Members only either direct from Saint Hill or as an enclosure in a Major national issue.

**Tape Plays**

Orgs can hold all the tape plays they want but only for a fee and not in lieu of taking courses.

Special courses are now forbidden as the materials are fitted to their levels and the courses for each level should be routine.

**Tapes**

No tapes may be manufactured, copied or copied for resale by any Central Organization or City Office. Only Saint Hill may copy tapes. Evidence of any tapes being copied or copied for resale in a Central Organization or City Office will suspend their tape discount for one year.

**Congress Dates**

Congress dates should be set and advertised for a year in advance and advertised heavily 3 months before they are held.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 OCTOBER 1966  
Issue IV

Remimeo  
ideas and  
Comp Hat WW  
Dissem Sec Hat  
Dist Sec Hat

**ADVERTISEMENTS, CONTINENTAL MAGAZINES  
AND AUDITOR**

All advertisements to appear in the Continental Magazines and the Auditor must be drawn up, as they apply, by the Dissemination Secretary and Distribution Secretaries for their respective interests.

This must be done each month and submitted to Ideas and Compilations Branch of the Office of LRH.

As the statistics of the Dissem Div and Dist Div depend largely upon these ads, it should be the responsibility of these Secretaries to furnish the ads.

Ads must be in accordance with long standing policy of what must appear each issue in magazines.

It is noteworthy that bad ads or none at all in the Continental Magazine or an absence of a magazine issued is inevitably accompanied by gross income slumps in orgs.

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L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 DECEMBER 1966

DISSEM DIVS  
*IMPORTANT*  
**MAGAZINES PERMITTED**  
**ALL ORGS**

Gen Non-  
Remimeo

Each and every org, but not Franchise Centres, may issue a magazine.

Worldwide is to furnish two sets of copy monthly for such magazines. One set for the Continental Magazine, one set for a smaller Area Magazine.

Organisations are not bound to use only the WW issue material and may issue magazines without waiting for it.

However, any Scientology magazine is bound by magazine policy. Irresponsible texts or ads can cause a withdrawal of permission to issue a magazine.

**MAILING LIST**

A *Continental* Magazine must go to every person in Central Files unless a person is on non-comm by reason of Ethics Orders or is dead filed.

An *Area* Magazine should go to every person in the Central Files of an Area org, unless restrained by an Ethics Order on that person cutting comm, regardless of the duplication of the Continental Org's mailings.

**DEFINITION OF CF**

A Central Files folder must exist for every person who has ever BOUGHT anything from an org.

This means none can be excluded or edited out as old unless mailings are returned for lack of address and there is no new address.

Address lists must approximate CF for the magazine mailing.

If an org had a 6400 CF list and if it has been "edited" to "current" it must restore the original list.

Address may have non-purchaser lists of free courses, etc., but this is not a CF name.

A magazine may be mailed to non-purchaser names but only for a limited time.

Change of address and "moved and no forwarding address" must be kept up to date in the Address files.

Address *must* have some plate system of addressing even if only silk screen and this *must* be kept up to date. Further, Address *must* be able to point to one set of plates and be able to say, "That's the complete CF list."

**LOST LISTS**

In DC the old Dianetic mailing list fell from 40,000 to 13,000 by failing to send something to it bi-annually as the U.S. post office only keeps a forwarding address six months.

So lists can be "lost" by not using them.

### **SOLVENCY**

The insolvency of orgs in years past was often traced to failures to use their whole CF for mailings of mags and failures to issue mags on time.

Several orgs have had their financial troubles solved by issuing magazines quickly.

Magazines are a vital factor in solvency.

Thus Area as well as Continental Orgs should issue magazines. Overlapping coverage does not matter.

Omission of proper ads or saying one letter of complaint was "the public" as a reason to omit or soften ads has affected solvency in the past.

### **DIFFERENT TEXTS**

Continental and Area Magazines should not use the same article and ad texts.

### **ISSUE AUTHORITY**

No permission is required from WW now to issue a magazine or ad text.

But all magazines issued must be mailed to the Dissem Div Organiser WW which address should be put in the CF address plate list.

Copies should also be sent by fast mail to the Office of LRH WW so quality may be watched.

### **COPYRIGHT**

The material of any magazine must be copyrighted by the Continental Exec Div in the name of **LRH and all** such copyrights obtained should be sent to WW Legal.

### **WARNING**

Magazines carrying articles by other persons than LRH on technical matters have proven unacceptable to the public and such articles by policy are limited to commentaries on success or social activities or experiences.

### **ADS**

Advertisements for money, field auditors and bizarre social activities have had unhappy results.

Every magazine must carry an ad for every service rendered.

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L. RON HUBBARD  
Founder



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 APRIL 1969

Remimeo  
Hat Dept 19

**ROUTINE CONGRESS PROMOTION**

Routine Congress promotion to go out in your Org's monthly Magazine is as follows:

1. Congress dates for one year in advance in every issue.
2. Date (and if known, location) of next Congress headlined.
3. The issue two months preceding a Congress has a minimum two page spread or insert showing pictures and giving enthusiastic comments from the Congress just past and advertising the next one.
4. The issue one month before a Congress has an insert giving full details of the Congress plus an Advance Registration form.
5. If Congresses are more than three months apart, the Magazine issues carry progressively larger more informative notices of coming Congress.
6. All Congress ads heavily stress *SOURCE*: "L. Ron Hubbard's (Name) Congress." "Hear Ron's tapes on ....." "At this Congress Ron will tell you....." etc.
7. All Congress promotional material is to incorporate a Congress theme symbol.
8. In addition to routine Magazine advertising there is a separate Congress mailing with an advance registration form mailed to arrive at least two weeks before the Congress.
9. The week prior to the Congress a team should make phone calls reminding people of the event.
10. After a Congress all those who attended and contributed to the success of the event are acknowledged by letter and the next Congress put there for them.

Tom Morgan  
Public Exec Sec WW  
Allan Ferguson  
Qual Sec WW  
Bruce Glushakow  
HCO Area Sec WW  
Ad Council WW  
Rodger Wright  
LRH Comm WW  
Jane Kember  
The Guardian  
for

L. RON HUBBARD  
Founder

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## EXECUTIVE DIRECTIVE FROM L. RON HUBBARD

LRH ED 59 INT

### MAGAZINES

14 DECEMBER 1969

To the PES

I have a report here that at least one Continental Org only mails its magazine to its local state and has never heard of Major-Minor issues.

I must assume then that Magazine policy has fallen out.

I KNOW NO Surer WAY FOR AN ORG TO COLLAPSE THAN TO CURTAIL ITS MAGAZINE ISSUE.

London once, out of "economy" years ago cut its *Certainty* magazine to 700 from 4,500 copies on the premise it had only 700 "hot files". London went \$22,000 in the red promptly and at once.

There is a long, consistent history of counter-intention on magazine distribution policy.

Let us once and for all get the keynotes of this policy straight:

#### 1. EVERY ORG PUTS OUT A MAGAZINE.

This means bigger orgs such as Continental put out one to the overall area. It is usually printed at Continental level. Little orgs at least get out a mimeo and call it a magazine. It goes to their area of influence.

Saint Hills are covered by "The Auditor" which goes out best from one central point.

#### 2. MAGAZINES GO OUT MAJOR ISSUE TO MEMBERS EVERY TWO MONTHS, MINOR ISSUE TO THE WHOLE CF LIST ON THE IN BETWEEN MONTHS.

This means a magazine every month. Major and Minor alternate, one month a major, next month a minor.

A major is fatter.

In DC every quarter and certainly every 6 months what's left of the old Dianetic address plates get a minor to keep them alive. Post Offices only keep change of address 6 months in the US so the list tends to vanish if not used. When it was neglected it fell from 40,000 to 13,000!

Jbg periodically ignores its full address list and wonders why it has trouble with stats.

The truth is plain from years of experience: Where orgs don't send out magazines they go broke. When they cut their lists they get poor. When they don't use Major-Minor alternate months they lose a lot of their list.

#### 3. MAGS CARRY SIX KINDS OF ADS EVERY ISSUE.

Training, Processing, Memberships, Books, Meters, Tapes.

#### 4. SAY IT IN THE MAGAZINE.

Special events, tape plays, Congresses, Group Processing, Coaudits, special courses, special offers, special editions are announced in the magazine.

The magazine is for USE. Before it is finalized in make up, every divisional head must be sure it is saying what he is trying to sell.

A lot of such offers and messages tend to go out in a flurry of special leaflets, special mailings, etc. While these can be done, a lot of them could be said better and with less sweat in the magazine.

The magazine is the talking piece of the org. Without it the org is dumb.

5. THE MAGAZINE CARRIES THE ORG ADDRESS AND PHONE NUMBER.  
The addresses of other orgs are included the higher the level of magazine.
6. THE MAGAZINE IS NOT USED TO ADVERTISE UNOFFICIAL ORGS OR AUDITORS OR GROUPS.  
You don't spend your good money to advertise at high cost others who don't bring you direct income.
7. MAGAZINES MUST NOT CARRY SQUIRREL TECH.  
Standard Tech is your message.  
The Tech Sec must okay all tech references in a mag.
8. ENTHETA OR FLAPS ARE NEVER ADVERTISED ON ORG LINES.  
High ARC is the keynote of org lines.  
A publication like Freedom is a defense action and is for public consumption. It is not distributed to org mailing lists.
9. A MAGAZINE IS AN INTERNAL "HOUSE ORGAN".  
If you will note that, major or minor, an org magazine only goes to names ill CF you will see that it is destined for people who have already bought something.

It is the Dissem Sees' method of contacting Scientologists. It is not a public comm line. However as some of the people in CF are not Scientologists even though they bought a book or short course, some caution must be shown in making statements ill the magazine.

The confusion between Dissem and Dist divisions exists only because staff sometimes looks on a magazine or the CF as a public function whereas it is internal, enclosing the existing field of people who are already in Dianetics and Scientology as shown by members, CF, letter reg actions.

CF, its address list are more or less owned by org terrain.

The Public divisions on the other hand confront the broad public, the unowned terrain.

10. THE HCO ES AND DISSEM SEC COMPILE THE MAGAZINE.  
The Dir Pubs is the make up area but sometimes it is not named which leaves it where the responsibility lies.
11. THE HCO ES AND THE HCO AREA SEC MAIL THE MAGAZINE.  
Actually the Dir Comm does the mailing in a large org but sometimes HCO is a thin area. The responsibility for mailing is as above. It is common for an "All Hands Evolution" including even student volunteers to get the mag mailed.
12. IF PUBS ORG DOES NOT SEND "SHOOTING BOARDS" THE ORG MAKES UP ITS OWN MAG.  
Pubs Org used to send shooting boards at least to Continental orgs. Smaller orgs may not get any.  
The failure to receive shooting boards does not relieve an org from sending out a magazine.
13. THE MAGAZINE IS THERE TO HELP DISSEM DIV 2. IT IS NOT THERE TO HELP THE PES OR DISTRIBUTION.

If you think of the magazine as a mailing piece that helps the Letter Reg you will have it pretty close.

This tells you at once that the mag is no real help to the PES as it doesn't go to anyone he should be in contact with. He can of course use extra copies of an issue to help his work and should.

The magazine sells the books of the Dissem Div BUT it is there only to sell more books, meters, tapes to people who have bought books already. So it is no front line for book sales even though it should and must sell more books via its ads to people

who have already bought books. It doesn't sell books to raw public since it doesn't go to raw public.

### NEW LOOK

I hope this gives you a new look at magazines.

It helps sell only those people already sold. It can't be counted on in any way to find new people. But it is vital to get those already on the lines to avail themselves of org services.

The larger income of the org comes from selling major services to those already sold smaller services. You never sell an HAS or PE course in a magazine. You sell a 25 hour intensive or an Academy Course. Only then does an org get larger sums of ~noney. It can't live on HAS Courses!

The magazine is under the HCO ES because it is "conquered territory".

The magazine is always working on already existing customers so it has to sell things THEY will buy, not things the raw public would buy. Thus an org has income.

The PES gets new people to buy things and so gets them into the Central Files. This way CF expands. But the PES never counts on the magazine to do anything for him. He must use other channels.

This may be a New Look to some.

In summation, if you don't get the mag out as above you never really sell the major services of an org which brings in its major income.

And in making up a magazine's ads you offer services people in your CF will buy.

You have to do a fast CF survey of what they have bought, what percent have had it, what percent will buy it before you know what to stress.

You have by the survey then what to write an article about and feature an ad about in your magazine.

If 90% of your CF has had Triple Grades Scientology up to IV you would go broke offering it as a special service featured in your mag. But if only 10% have had it, on a fast look at CF, you sure better feature it and publish success stories on it. To that degree, if you really do look at what's popular and what you can sell, a locally made up mag is superior. If you have the boards from Pubs you can overpaste the ad or article you want to change and use the rest.

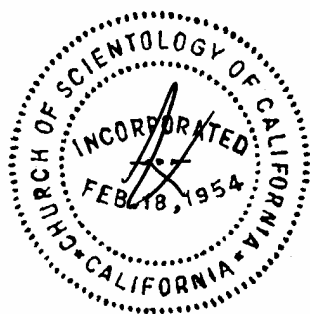
The Maxim is any mag is better than no mag. A cleverly done mag planned against service can boost you into affluence fast.

I hope this helps.

Love,  
Ron

L. RON HUBBARD  
*Founder*

LRH:rs.rd



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

DISSEMINATION DIVISION ADVICE LETTER  
OF 1 APRIL 1970

Dissem Secs for  
Hat  
Dir Promo for Hat

**MAGAZINE LAYOUT AND PASTEUP**

Having a good quality, professional looking magazine layout and format is a vital promotional action for any org. Care should be taken to see that magazine layout is done *well*, and that the org magazine is a credit to the org and Scientology.

If the org printing equipment does not produce a clearly readable, professional magazine, have it done by a professional printer. You *always* lose money with poor presentation so why try to save money that way.

The layout artist needs to know how the magazine is to be printed-he needs to know what the printer will need from him. Different printing methods require different kinds of artwork:

- (a) With some reproduction equipment, light must pass *through* the artwork for the negative to be made. This means there can be no pasting or painting over, nothing which will obstruct the passage of light through the artwork. This is best done on thin paper or plastic sheets, and checked on a light table for clarity. (This applies to anything to be made into "shooting boards" on the photostat machine and sent to orgs from WW.)
- (b) With most professional reproduction equipment, light is reflected off the surface of the artwork to make the negative. Here pasting and painting over is permitted. The only requirement is that it looks correct to the eye.
- (c) Printers may have other requirements (size, margins, etc) so it is best to comm with the printer *before* layout is done to minimize Dev-T (to yourself *and* the printer). Find out what *he* needs.

**TYPED COPY**

All copy to be pasted down on the magazine artwork must be of good quality. Use a new ribbon (special carbon ribbon preferably) in an electric typewriter. Copy should be dark and easily readable.

**MATERIALS**

The layout artist should have a large table or drawing board and plenty of light. He should have a T-square to line up copy and see that it is straight. He will need paper or plastic sheets to lay out on, rubber cement, pens, pencils, ink, brushes, a small cutting knife, scissors.

For large headings and titles, you can use adhesive lettering. These letters are printed on plastic sheets and can be transferred to the artwork by rubbing the sheet with a ball point pen or stylus. These come in a variety of type styles and sizes.

**MAGAZINE PASTEUP**

When the layout artist gets the magazine, he should get a complete dummy (rough mockup), all the typed copy, and any photographs included. The dummy is made after all the material for the mag is compiled, by the mag editor. It shows exactly how the finished mag will look-where the copy goes, how wide the copy is, where the photographs or artwork go, where headings are to be put and how large they are to be. This dummy goes to the typist, who can then look at the dummy and see how wide the copy is to be, and the space allotted for it.

The artist then does all the headings and artwork required, and pastes these up on the page with the copy and photographs. He uses the T-square to line up all the copy and see that it is straight on the page. Any marks made on the artwork (guidelines, etc) that are not to be printed should be done in blue pencil as this will not photograph. Some printers prefer that photographs (half-tones) not be attached to the artwork

(line) as negatives for these are made separately. If this is the case, merely indicate where they are to go on the artwork.

Rubber cement is the best adhesive to use for this type of work as it is very permanent and very clean. Just apply the rubber cement to both surfaces, allow to dry slightly, and press together. Excess cement can be removed, when dry, by rubbing with your finger or with a ball of hardened rubber cement.

When the artwork is finished, proofread, and any corrections stripped in, it should be sprayed with some kind of fixative to protect it, and covered to keep dust off.

## DESIGN

Experience in commercial art and design is a great help in magazine layout and design, but this is not essential. The main criterion is, does it communicate? Is it eye-catching, pleasant to look at, and clearly readable? ART is a word which summarizes THE QUALITY OF COMMUNICATION. It therefore follows the laws of communication. [HCOB 30 Aug'65 *Art.*] Print a format that can be read. A bad one is an ARC break. Too fancy a one disturbs the text. [HCO P/L 24 Nov '58 *Magazine Policy.* ]

A good presentation is not necessarily an expensive one. It means having the *intention* there to communicate and taking care that every detail, every letter and line, is right, and assists in getting the message across with the proper impact. Take the care necessary to do a good job.

## POLICY CONCERNING MAG LAYOUT

HCO P/L	8 Oct 1968	Artistic Presentation
	23 Dec 1958	Quality of Presentation
	8 Aug 1966	Compilations Section, Dept 2 1, Office of LRH
	24 Nov 1958	Magazine Policy
	28 July 1965	Handling of Photographs
HCO B	30 Aug 1965	ART

## DEFINITIONS:

**LAYOUT:** To plan in detail, arrange, or place all the parts of any material to be reproduced. Also means the finished plan, arrangement or placement of these.

**PASTEUP:** Means to actually paste or stick the different parts of the artwork down in finished form.

**HALF-TONE:** Means having shades of grey as in a photograph. Photographs are printed by photographing them through a screen and reducing them to a pattern of dots.

**LINE:** In reproduction, any part of the artwork that has no shades of grey-just black and white.

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Jeff Hawkins  
Dir Production Activities Pubs Org Org  
for  
Exec Council Pubs  
for  
Exec Council WW

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead. Sussex

Dissem Sec SH Hat  
Dir Prom SH Hat  
Issue Authority SH  
Hat  
Issue Authority  
WW Hat

DISSEM ADVICE LETTER OF 1 APRIL 1970

**PAB MAGAZINES**

1. PABs (Professional Auditor's Bulletin) cover the library record of levels, (HCO Bulletin of 30th November 1965 LIBRARY RECORD OF LEVELS). The bulletins are published consecutively, by date, and per level. Any new bulletins which may come out for a certain level, are published when the PAB reaches that date.

Example: PAB 243 publishing bulletins on Level 1 consecutively would *not* publish a new 1969 bulletin issued for that level. The new bulletin would be issued when the PAB reached the year 1969, along with other new bulletins regardless of the level it is for.

2. PABs also contain:
- (a) Book Ad
  - (b) E-Meter Ad
  - (c) Membership Ad
  - (d) Power Processing Ad
  - (e) Special Briefing Course Ad
  - (f) Tape Ad (lectures of LRH)
  - (g) Order Forms able to be torn out.

As well as: Cover consisting of good training photo from edge to edge with the PAB symbol on it in the upper right hand corner, the PAB blurb telling which level the particular PAB is covering and which issue the PAB is, of that level, under this description of the cover photo. A Glossary of Terms, List of org addresses and the masthead on the back.

3. The PAB magazine is very standard. The only variety there is, is different books being promoted in each issue, different tapes, bulletins of course as they are published consecutively. All the rest is standard. The masthead stays exactly the same, except where there may be a change by the Guardian's Office in the text of the masthead, which is done only on their authority. The org addresses only change when an org moves its quarters. The number of the issue changes with each issue, consecutively, the PAB blurb stays the same except where it says "This is - Issue of PAB covering the Level - series of . . .". The number of the issue and the number of the level.

4. *FORMAT.* Always standard. Format always stays the same. Just as the AUDITOR has a standard format from month to month, minor to minor-major to major, the PAB has a standard format.

*PLACEMENT OF CONTENTS OF THE PAB as format: Cover:* Training photo which bleeds off edges, PAB symbol top right hand corner.

*Inside Front Cover:* Book Ad, PAB blurb, short description of cover photo. (Also the Public Notice for the UK edition of the PAB.)

*Page 1 through to 6:* HCO Bulletins consecutively per level.

*Page 7 through to 10:* E-Meter Ad, Membership Ad, Power Processing Ad, SHSBC Ad, Tape Ad, tear out order forms.

*Page 11 through to 16:* Continuation of HCO Bulletins.

*Inside Back Cover:* GLOSSARY.

*Back Cover:* Half page for org addresses (Churches of Scientology) other half page for the masthead. These are vertical, the masthead on the inside edge, the addresses on the outside edge. Refer to PABs 243 and 244 for standard format.

5. *TEXT:* The Ads are written per standard original mag policy by LRH, using the seven points of an ad and hard sell. The E-Meter ad must have the E-Meter note in it. The Glossary defines any abbreviations contained in the bulletins and other technical terms, needing defining, if not done so already in the bulletins.

6. The PAB Magazine must be done within one Central Office as it is an

international issue and has standard format. The Saint Hill Services (Power Processing and SHSBC) are promoted in it. This is a Saint Hill Magazine. And now that there are three Saint Hills, all three addresses are to be promoted throughout the mag.

#### 7. POLICIES CONCERNING THE PAB:

HCO P/L 20 Oct 1964 Stickers for PABs Wanted  
I Sept 1965 Publications  
18 Apr 1965 All Scientology - Prices lowered Because New Organization  
Streamline (section on PAB)  
20 Sept 1960 PAB Magazine Supplies  
15 June 1959 Hat Write-up PAB Liaison

#### 8. POLICIES CONCERNING MAGS IN GENERAL APPLICABLE TO THE PAB:

HCO P/L 8 May 1959 Policy on Signatures in Publications  
10 Feb 1965 Text of Ads  
17 Mar 1968 Important - Boom Formula  
16 Apr 1965 Handling the Public Individual  
23 Dec 1958 Quality of Presentation  
8 Oct 1964 Artistic Presentation  
22 Apr 1965 Booklets, Handouts, Mailing Pieces  
31 Dec 1964 Use of Dianetics, Scientology, Applied Philosophy  
7 Apr 1965 Book Income  
12 Feb 1969 Religion  
29 Oct 1962 Religion  
14 Feb 1966 Doctor Title Abolished  
28 July 1965 Handling of Photographs  
16 Dec 1965 Copyright USA  
15 Nov 1958 Outstanding Copyrights and Marks  
22 Mar 1965 Current Promotion and Org Programme  
Summary - Membership Rundown -  
International Annual Membership  
27 Apr 1965 Planning and Design - Book Promotion Design

9. *PHOTOS*: As per the Boom Formula policy, book ads always contain the cover as the cut, that is, a photo of the book with its cover is shown in the ad along with the text.

Photos can be used with the training and processing ads as well. A good action photo of training along with the SHSBC ad, or a good photo of an auditing session (mock-up) along with the Power Processing ad.

The cover photo should be a good action photo highlighting training, could be someone operating the E-Meter, two people doing TRs (any of them), listening to tapes, doing practical on a course, doing theory on a course, it could be of a whole class or of just a few, or one or two people. But it should highlight training, and be a good action shot. The photo on the cover tells a lot to the person about to open the mag up.

10. The ads make the person GET trained or processed, get him to buy the book, and get him to renew his expired membership. Every membership ad which goes to persons already having a membership should promote to him or her to get their membership RENEWED, as well as listing the benefits of the International Membership.

Keeping the PAB STANDARD and following the above policy will make a good PAB magazine which will bring in income to the Saint Hills.



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 MARCH 1966

Stha &  
WW only  
All Executives

**PROMOTION OF SAINT HILL  
AUDITOR ISSUE FREQUENCY**

The way I got Saint Hill off the launching pad in '64 when its statistic ended its down cycle and started up was:

ISSUING SPECIAL ISSUES OF THE AUDITOR HEAVILY IN EARLY SPRING AND FALL.

This must not be overlooked as it was the turning point.

Also the early format and idea of the Auditor as outlined in despatches of early '64 must not be overlooked. It was a magazine that carried lots of photos, stressed field auditors, vital statistics and was full of non-org names-names- names.

When in December of '63 I "crystal balled" a '64 slump, I designed "The Auditor". It did not get mailed until April. This was a trifle late in mailing but caught the summer and gave us real volume.

In the early autumn I got out more Auditors.

In 1965 we more or less followed the same plan and "A Student Comes to Saint Hill" shot the statistics high.

In '66 we got out a magazine issue, 90,000 at the end of Feb, another at the end of March. And will get out a real heavy issue to total list at end of August or early Sept to get our winter business.

So this is the key to the basic promotion of Saint Hill.

Those Auditors must be excellent in early Spring and early autumn and must go out to the whole list. They are essentially *special issues*. (See "A Student Comes to Saint Hill" and "The East Grinstead Story" and Auditor 14.) They have a brilliant promotion idea in them.

Auditors of a lighter weight-and more varied vein can be issued through the rest of the year but the important ones are early spring and early autumn.

*Then* one must *back it up* with excellent top drawer service delivery. The formation and spectacular early results (Power Processing) of the Saint Hill HGC played a heavy part in our beginning boom in '65.

And finally, remember that the Saint Hill Special Briefing Course is the main dish at Saint Hill. It was the founding of this course in May 1961 which was the *first* increased statistic of Saint Hill. Also, when we ceased to stress this course in 1965 we had a prompt slump for a short while.

So Saint Hill's prosperity depends on the Saint Hill Special Briefing Course and issuing Auditors of great interest and vitality in early spring and early autumn to the whole list and giving wonderful service consisting of spectacular technical results in training and processing.

The Field Staff Member programme, and many other promotions and technical actions have their place and are very important but the above are the cornerstones of prosperity at Saint Hill.

Only one other point-I find year after year that one has to plan and assemble a big important Auditor at least 4 months in advance of its issue date. So the spring ones have to be started in December and the material has to be all there in December. And the autumn issue material has to be assembled in May for any deadline to be met. This promotion could fail if not begun in time.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 OCTOBER 1967

Remimeo

**AUDITOR MAGAZINE SUCCESS**

The way the editor of the Auditor, in a period of high stats, ran her office and staff-  
"Mat Sec WW Ed of the Aud.

Dear David,

Report on Success of The Auditor

1. All staff know their duties and wear their hats properly.
2. Work-line material goes directly to person handling it, who knows what to do with it.
3. Deadlines are known so material and work gets completed on time.
4. I leave my staff alone to get on with their work.
5. Formulas are applied on a weekly basis.
6. There is a spirit of team work generated.
7. I keep my staff informed on what is happening.
8. There is a free flow of ARC.
9. Policy is very important and referred to when we get a problem.
10. My staff don't Dev-T me.
10. All of us are prepared to do anything to get the job done which is our only interest.

Love,  
Judy"

L. RON HUBBARD  
Founder

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Saint Hill Manor, East Grinstead, Sussex

Remimeo  
Promotion Hats  
Auditor  
Correspondent Hat  
Dissem Sec Hat  
HCO Exec Sec Hat  
Auditor journal Hats

HCO POLICY LETTER OF 24 NOVEMBER 1968

**AUDITOR CORRESPONDENTS  
(STANDARD AUDITOR JOURNAL POLICY)**

The hat of the Auditor Correspondent is definite and precise. It is covered in policy, specifically, by HCO Policy Letter of 7 July, 1965 (revised 9 July, 1967) "Photos, News and Statistics For Mags and Auditor" and HCO Policy Letter of 28 July, "Handling of Photographs"; and, generally, by standard Scientology promotion policy. It is amplified herein.

The purpose of the Auditor Correspondent is "TO HELP RON PROMOTE SCIENTOLOGY BY PROVIDING AMPLE MATERIALS FOR USE IN THE AUDITOR SO THAT THE AUDITOR CAN SHOW THE WORLD SUCCESSFUL SCIENTOLOGY AND SCIENTOLOGISTS AND MAKE THEM WANT MORE SCIENTOLOGY."

The principal, vital type of materials required are as follows: feature news stories, feature news shots (.photos), vital statistics and lists of names.

**FEATURE NEWS STORY**

The definition given in the Webster's New Collegiate Dictionary for "feature" is "a distinctive article, story or special department in a newspaper or magazine; something offered to the public or advertised as particularly attractive; a prominent part or characteristic". News means "a report of recent events". Story means "an account of incidents or events; a news article".

A feature news story shows how a Scientologist is changing his environment and applying Scientology-it shows success with Scientology. Ideally, it is accompanied by a photograph *showing* the fellow *doing* it.

A feature news article is not generalized comments about someone or a biography; neither is it identical to a success letter. A feature news story is written for the readers of The Auditor, containing time, place, form and event which may also have biographical details to increase reality.

Here is an example of an Auditor news story.

**"SCIENTOLOGIST WINS GOLF CHAMPIONSHIP**

"Joe Goodfellow, the young South African professional and recent Grade IV Release won the South African Open Golf Championship, on 1 November, 1968 at Cape Town after a sudden death playoff with Peter Wind. This was Joe's first ever pro tournament victory.

"Both players finished with 72 hole totals of 282. In the exciting playoff Joe sank a tremendous 40 ft putt on the first green to take the first prize of E2000.

"Joe's win occurred only a week after he was audited to Grade IV Release in the Johannesburg Hubbard Guidance Centre. His auditor was Beatrice Sea.

"Joe Goodfellow says, 'My score has improved by 5 strokes since I first began studying Scientology only two months ago and in that time I have won over L5000 in prize money.'

"Joe is entered in the important U.S. Masters tournament next month and he has already interested the famous American golfer, Arnold Palmtree, in the application of Scientology to golfing."

(A feature news photo, recreating Joe winning the sudden death playoff could accompany this article.)

Auditor 9 on page 6 has an excellent example of a feature news story, describing a traffic accident assist in the middle of a London street. Auditors 24 and 26 are models for such material. Study them.

A news item could also be brief. For example: "SECOND HIT RECORD" "Singer Jose Blanco, Scientology Clear (no .....) makes another hit record and has won his second golden Disc Award of 1968 for his song 'My Loving Understanding'. His first Golden Disc (received for a record selling more than a million copies) was won for his hit song 'Freedom Is Here To Stay'."

The Auditor mainly deals in individuals and mainly publicizes auditors and preclears who have been trained or processed. Show how *they* are changing or how they are changing their environment and applying Scientology. (You may send in "org news" for the "org news column". This should also be kept interesting to the public. But don't specialize in local org names or org news.)

### **NAMES, NAMES, NAMES**

The Auditor requires names, names, names; names of persons trained, names of persons processed, lists of persons coming to Saint Hill, lists of persons completing services with the services named; but particularly lists of graduates are required. *The Auditor specializes in vital statistics, in names and faces of people, graduates from Academies*, etc.; long lists, lots of lists of names, even in tiny type, as provided by correspondents in orgs.

### **VITAL STATISTICS**

More names. Births, marriages, engagements, christenings, and occasionally deaths (but not divorces), come under this heading. Make it known in your area that if it isn't reported in The Auditor it didn't happen. Make that known.

### **FEATURE NEWS SHOTS (PHOTOS)**

Feature News shots are covered in detail by HCO Policy Letter of 21 November, 1968 "Photo Policy For Magazines".

Study photopolicy as one of the specialities of The Auditor is "faces" and you are required to provide usable photos per photopolicy for The Auditor. You can get someone to take them for you if you can't.

Good quality prints (copies of photos) *that communicate* are what's wanted. Make sure the photo *communicates* but if the quality is too poor for good communication to occur *in its reproduction* in The Auditor it can't be used. Clear, sharp prints that really communicate are more likely to reproduce well and be effective than underexposed (too dark) or overexposed (too light, giving a washed-out effect) or out-of-focus photos which don't communicate anything but the back of someone's head.

A good photograph can sometimes be more real to the public than a 100 words. Photography is an important tool of dissemination. Therefore, excellent feature shots are very much part of the *Standard Auditor* format.

### **SUCCESSLETTERS**

Signed success stories have their own place and use in The Auditor. Auditor

Correspondents weekly collect the best success letters from their local Success Officers and send them to the Auditor Office.

### **ADDITIONAL TYPES OF MATERIALS**

Any material which reinforces the basic purpose of the Auditor Correspondent is valid. Secondary materials could include poems (very welcome), cartoons, crossword puzzles, etc. But The Auditor runs on the primary types of materials described above.

### **ADMINISTRATION**

The production (quantity of useful materials received by the Office of The Auditor) of each Auditor Correspondent must be graphed weekly at the Office of The Auditor and in the local org. Any correspondent who isn't active is quickly handled with standard Ethics on lines or removed and replaced with someone effective.

It is the responsibility of the HCO Exec Sec of each org to see that the Auditor Correspondent action is in for that org.

### **SAINT HILL AUDITOR CORRESPONDENT**

By actual experience, the Auditor Correspondent post has been very difficult to keep manned at Saint Hill, having been entirely handled by the WW Auditor Office before it moved to Edinburgh.

Accordingly, the following is **NECESSARY AS POLICY**: The Auditor Correspondent post must be a full time post (may hold no other hats) at Saint Hill and its occupant must be checked out on the specific policies that pertain to the hat (as all Auditor Correspondents should be). Neglect of this policy may result in a Comm Ev on the HCO Exec Sec SH on the charge of the crime of allowing SH's prime promotion line to be unmocked.

### **SUMMARY**

Newspapers of the wog press almost exclusively deal in entheta as their "news" specializes in sexual degradation, disasters, violence, crime, failure, etc. Scientology news stories are theta news. Only groups with very low awareness levels put out "bad" news continually. A high tone group or civilization is interested in "good news" and puts out good news.

The Auditor is the report line of the most important news in this universe: the news Scientology is winning, the daily truth of Man's progress through Scientology to magnitudes greater than stars.

Don't cut this line by failing to send in usable lists, feature news stories, feature news shots, vital stats and other useful materials. I'm sure you won't.

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Compiled by CS6 Staff  
Approved by  
**L. RON HUBBARD**  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Gen.  
Non-Remimeo  
SH  
ww  
Auditor Journal  
Hats

HCO POLICY LETTER OF 25 NOVEMBER 1968

**SAINT HILL INCOME PEAKS**  
**REINFORCEMENT OF AUDITOR PROMOTION**  
(Reissue of LRH ED 249 SH, of 28 December, 1966)

As income peaks follow an issue of an Auditor by about one month, the Auditor must therefore be mailed monthly as follows:

- A) An Auditor Minor is to be sent out to the entire list we have every two months and so timed that it is mailed on Jan 1, Mar 1, May 1, July 1, Sept 1, Nov 1. This is a thinner, more elementary, Auditor.

Twice each year the Minor Issue must contain a magazine supplement of from 16 to 24 pages of photos illustrating some phase of Saint Hill or Scientology actions, properly scripted and photographed. This is to go on Sept 1 and Mar 1.

- B) An Auditor Major Issue is to be issued on Feb 1, April 1, June 1, Aug 1, Oct 1, Dec 1. It is the vital statistics motif of the original Auditor, containing proper ads and specializing in the names and faces of people, graduates from SH and Academies, etc.; long lists, lots of lists of names, even in tiny type, as provided by correspondents in orgs and by SH. This issue is a fat Auditor and goes to the SH list only which also receives the Minor Issue.

Special editorial staff and provisions must exist for this magazine, not a mish-mash with other publication matters.

Failure to make these deadlines and follow policy of issue shall be considered an Ethics matter.

Bonuses exist for The Auditor staff for every issue mailed exactly on or within a week before the deadline for it.

The HCO Exec Sec WW is to see that this staff exists and that it has correspondents in all orgs to send in names and pictures.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 NOVEMBER 1968

**THE ORIGINAL AUDITOR JOURNAL POLICY**

A correspondent for The Auditor must be appointed in each Central Organization. This correspondent should keep the Editor of The Auditor informed of all Academy enrollees and graduates and data concerning them, local news, reports on Congresses and various meetings and plans. Photos when available should be forwarded.

Wherever possible a correspondent should send not only a person's name but also his or her address.

The heart of a good story of The Auditor is lots of names and what they are doing.

**DUMMIES**

Dummies are never the size of the finished product. A dummy is merely a lay-out with the required page foldings so copy can be planned. If you omit this stage, you can't plan an issue. It is sometimes very small. One often makes dummies out of stationery paper.

**POLICY ON NAMES**

You can vary your type size in The Auditor. Lots of rosters such as "Academy Students Washington" should be in very small type with endless numbers of names. Policy is, if you get yourself a list of names, print every name, small type, on and on.

**VITAL STATISTICS**

I want The Auditor to do vital statistics on this motto "If it isn't reported in The Auditor it didn't happen." Births, marriages, etc. So make a section for Vital Statistics. The response will be good if it's known you want it so.

Vital Statistics or The Auditor Announces or some such heading should be followed by a lot of announcements, marriages, births, all in small type, then at the bottom in big script "If it isn't announced in The Auditor it didn't happen." Then smaller type, "Send it in and make it a fact."

**TECHNICAL ARTICLES**

Go wary on technical articles by people. These absolutely sank Elizabeth and Wichita. The publications there got to be squirrel heaven. Stress articles and letters about doingness. "Went to Sydney and gave a PE." Scrub-"the way to give a PE is." Aside from technical inaccuracy, these ideas from auditors about how to audit will only bring grief. Just blue pencil the technical "tips" out of your letters and print the rest. It's part of controlling the line. Really, Wichita shattered only on this one point: printing the obsessive create of the squirrels which destroyed the idea there was a right way to do it. We can't afford to or we wreck our discipline and thence our results. And there goes Scientology.

So it's everybody's name, activities and pictures and only my technical articles. Make it a rigid rule.

## **CLASSIFIED ADS**

Then also sell classified ads but no professional cards or centre ads. Example of ok classified, "House for rent for some Scientologist on our farm." Examples of not ok to publish classified: "PdnuK Scientology Centre, 1312 9th Street" or "Benjamin J. Spooner will audit you to glory 810 10th Street, Spodane." Student notice boards are our idea of classified. The telephone directory is not. Charge so much per three lines, for example \$1.50 or 10/-. Head your classified "Personal Notices." Put "Professional and Centre ads not printed. Only personal arrangements, requirements and advices, items for sale or rent, etc. are accepted."

## **BY-LINES**

Articles by me have by-fines under the title and at the end of the article, usually my written signature.

The public buys my articles.

## **SALESMANSHIP**

The salesmanship of The Auditor, by policy, is not to sell the materials to auditors solely as the only interested ones. Speak to them as though they have others to speak to, always.

## **SUMMARY**

A planned, repeated format such as things given above will standardize and popularize the magazine.

Hat checking on agreed upon policy and administration grooves in needed material so we don't get bumpy admin and new bits all the time. It's all set up for maximum simplicity, minimal variation.

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**L. RON HUBBARD**  
Founder



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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 27 NOVEMBER 1968

**THE STANDARD AUDITOR JOURNAL**

Definition of the Auditor: The Journal of Scientology. Journal means: "a daily newspaper; a periodical dealing esp. with matters of current interest". (Webster's Seventh New Collegiate Dictionary)

The following becomes Auditor Journal policy: Any issue of the Auditor publicly commended by the Founder is an example of standard Auditor promotion and must be studied by subsequent Editors and referred to as a model.

Auditors No. 22, 24, 25, 26, 27, 28, 34 and 41, are such Auditors. Auditors 22, 24, 26 and 28 are models for major issues and Auditor 25, 27 (including the supplement "A Student Goes Through Saint Hill"), 34 (including the supplement "The Saint Hill Story"), and Auditor 41 are models for minor issues. The earlier two supplements, Auditor Supplement No. 1, "A Student Comes To Saint Hill" and Supplement No. 2, "The East Grinstead Story" are also models of standard supplements.

These Auditors give the standardized repeating Auditor format. Each resulted in upsurged statistics for Scientology. Standard promotion invariably works.

There is nothing in Auditor policy that forbids issuing the Auditor more frequently or expanding its number of pages. But any increased frequency of issue or expanded number of pages, may not result in a break with the standard format. It's standard right down to paper quality and width of the margins.

Just as there is Standard Tech there is a standard Auditor, part of the subject known as Standard Promotion, a branch of Standard Admin.

**SAMPLE AUDITOR, MAJOR**

The following is an example of a standard Auditor, major issue.

*Page 1:* LRH article, major news item such as International amnesty or SH Field Staff Member Awards. Photo of LRH.

*Page 2:* Continuation of articles from page one. General news or information release of interest or article on service. Large Power Processing ad, book ad.

*Page 3:* Next most important page after page 1. Afot used to continue columns from pages 1 or 2. Can have LRH article or major feature(s) of great general interest reinforcing theme of issue. Large SHSBC ad.

*Page 4 and 5:* Banner head across both pages: **NEWS FROM AROUND THE WORLD**, containing lists of names of releases and graduates (particularly Academy grads) and feature news stories showing successes with Scientology by individual application with feature news photographs.

*Page 6:* Contains Org news column, Franchise news column, SH news column, more lists of names, list of Congress dates, large book ad, membership ad.

*Page 7:* Vital Statistics column, Classified ads, Success Letters (Focus on Success), Letters to the Editor, Saint Hill Release Tally, Poet's Corner, LRH Standing Orders (Communications to Ron), E-Meter ad, ad for records.

*Page 8:* Clear list in upper left hand corner (Now There Are ..... Clears), lists of SH releases, **SHSBC** graduates, persons coming to the SHSBC, tape ad, Clearing Course ad, list of orgs (bottom quarter of page) and Auditor masthead in right hand bottom corner.

Photos are used throughout as appropriate.

Once a year the routing sheet which appeared on the back of Auditor 10, "What To Do In Scientology", devised by Mary Sue Hubbard, and updated and reissued on the back page of Auditor 22, is reissued on the top half of the back page.

## EXAMPLE OF A CLASSIC MINOR

*Page 1:* Headline article by LRH, appropriate large striking photo.

*Page 2:* Article pushing training route through Academies. List of all SHSBC grads. Membership ad. Book ad.

*Page 3:* Brilliant feature on SHSBC grads, illustrated with photos. SHSBC ad.

*Page 4:-* Clear list, Clearing Course ad, SH Release Tally, vital stats, E-Meter ad, tape ad, Power Processing ad. List of orgs and masthead.

Once a year there is a Christmas issue.

## POLICY ON ADS IN THE AUDITOR

The following ads are the *minimal* types of ads that can appear each issue in the Auditor: SHSBC, Power, books, books, books, Clearing Course, E-Meter, membership, tapes. From time to time a Solo Course ad should appear, also ad for records. Ads for staff are not part of the standard Auditor format.

Ads must be hardsell per policy.

## MORE THAN ONE SAINT HILL

Except for special issues such as Auditor 41, don't issue the exact same Auditor for SH (UK) and ASHO putting both their addresses in the same ads and attempt to strike a happy medium between the image of the two. In trying to serve two "masters" at once you will get a dulled promotion.

The more standard action is to do, instead, one basic issue, same number, same theme, same layout and LRH articles, etc. but have a separate SH (UK) and ASHO edition in that each would have ads with their own addresses and show its own image in any promotional photographs of the premises. You do the same Auditor but edit it for another SH and then send shooting boards of ASHO's edition to the US for printing.

Thus the magazine which traditionally was the showpiece of Saint Hill, remains loyal to the original org and doesn't lose its image, yet the magazine expands by editions to serve other orgs of similar rank.

Only those items that make the Auditor identify SH as its origin org would be edited where necessary: image items such as front page photo of the org (put in front page photo of ASHO), release tally, prices and addresses-of ads, service articles, and local news column. It's the same issue, same suit of clothes, only tailored to different orgs.

Where an Auditor has been successful it has avoided complexities and additives and stuck to the basic simplicities of policy. An Auditor is basically simple to handle. Where an Auditor has failed in other hands it has failed on the following points:

1. No theme or issue not organized with theme.
2. Dummy of issue too complicated and cluttered, causing distraction of attention and dispersal.
3. No main LRH article.
4. Contains tech articles by others.
5. No ads or lack of one or more required ads or ads not in proper form per HCO Policy Letter of 10 Feb, 1965, Ad and Book Policies.
6. Not emphasizing SHSBC and Power ads.
7. Insufficient book advertisement.
8. Advertising speed of training not thoroughness of training.
9. Getting in a rut on ad copy. For example, using "Get such and such now" on three different ad heads on the same page.
10. Giving all services equal importance in ads, filling an entire page with ads (9 in all) of uniform size and headlines with no photographs or other copy on the page!
11. Not stressing the Saint Hill Special Briefing Course.
12. Losing sight of LRH as source.
13. Out-tech and out admin in issue, or editorial opinion, or blatant untruths.

14. Issue out of PT-not pushing the right promotion at the right time.
15. Not emphasizing training.
16. Using poor quality or off-image photos of LRH.
17. Soft sell, vague headlines or headlines too small which underplay the promotion.
18. Printing on such lousy paper that important photographs don't reproduce well or are spoiled.
19. Placing front page photos of LRH or MSH so that crease of the fold falls across the face (Points 16. and 17. ruined Auditor issue 20).
20. Photos too small or lousy quality.
21. Not enough copy leaving huge blanks or requiring every line become headline size to fill up the space.
22. Violation of byline policy.
23. Not issuing an Auditor at all or allowing it to get months behind schedule (catastrophic to SH income).
24. Forgetting about supplements or not following standard supplement format.
25. Dispensing with standard format items or altering them.
26. Going modern and softsell, not following Auditor policy.
27. Not following direct LRH instructions on an issue.
28. Not doing it as Ron would do it.

### **CHECKSHEET**

A checksheet consisting of theory and practical sections including clay table demos and all relevant promotion policy letters must exist. Editors and Asst. Editors must complete the checksheet and pass exam in Qual to be considered qualified for post but may hold posts as temporary for one month in which period the checksheet must have been completed and exam passed with, at least, an 85% mark.

The following policy letters must be starred on the checksheet and their application to doing the Auditor 100% understood.

#### **BASIC AUDITOR POLICY LETTERS**

1. 7 July, 1965,           Photos, News and Statistics for Mags and Auditor (Revised 9 July, 1967)
2. 17 April, 1965,       Additional Mag Policy
3. 17 March, 1966,      Promotion of Saint Hill/Auditor Issue Frequency
4. 25 Nov, 1968,        Saint Hill Income Peaks/Reinforcement of Auditor Promotion
5. 26 Nov, 1968,        The Original Auditor Journal Policy
6. 27 Nov, 1968,        The Standard Auditor Journal
7. 29 Nov, 1968,        Standard Actions, Office of the Auditor Journal
8. 15 Oct, 1967,         Auditor Magazine Success
9. 21 Nov, 1968,        Photopolicy For Magazines
10. 24 Nov, 1968,       Auditor Correspondents

#### **PHOTOGRAPHIC POLICY LETTERS**

1. 28 July, 1965,        Handling of Photographs
2. 31 October, 1968,    Photographers, of Interest to

#### **OTHER ESSENTIAL KNOW-HOW POLICY LETTERS**

1. 10 Feb, 1965,         Ad and Book Policies
2. 23 Sept, 1964,       Policies: Dissemination and Programmes (Section entitled Magazines, Page 2 and 3)

## OTHER BASIC THEORY POLICY LETTERS

1. 17 Nov, 1965, The Basic Principles of Promotion
2. 16 April, AD 15, Handling the Public Individual
3. 21 Jan, 1965, Vital Data on Promotion  
Revised 5 April  
1965,
4. 16 Sept, Issue 11, Foundation  
1965,
5. 8 Oct, 1964, Artistic Presentation

## HCO BULLETINS

1. 30 Aug, AD 15, Art
2. 19 Aug, 1967, The Supreme Test

In addition to the above, the checksheet must contain the following other requirements.

1. Study all Auditors from number I to present time, particularly those listed as commended by the Founder.
2. Do dummies for majors 22, 24, 26 and minors 25, 27, 34 and 41. Then go to file and compare your dummies to original dummies.
3. Do dummies for the sample Auditors given in this policy letter.
4. Mock up other on-policy dummies.
5. Demonstrate in clay the editorial purpose of the Auditor.
6. Write feature news stories and draw feature news shots for them.
7. Write up on-policy ads for each required ad, at least 3 of each.
8. Define the following words: printing, leading, type, type style, times roman, gils sans, head, masthead, sub-head, point, letterpress, photolitho, blocks, plates, communication promotion, engraving, offset litho, set to fill, linotypist, engraver, proof, page, sheet, proofreader, galley proof, page proof, layout, dummy, shooting board, repropull, byline, margin, theme, supplement, photo-montage, minor, major.
9. Show relationship of width of column, size of type and amount of leading to readability.
10. Mock up a cluttered, shotgun clummy (for a minor).
11. Do flow lines of Auditor office in clay.
12. Demonstrate in clay how comm formula applies to the Auditor; also demonstrate in clay how the ARC Triangle applies to promotion.
13. Demonstrate in clay relationship of L. Ron Hubbard to the Auditor.
14. Demonstrate in clay who the Auditor goes to, major and minor issue.
15. What type styles and sizes are used in Auditors 26 and 34?
16. Do a complete written analysis listing every type style and type size used in each issue (26 and 34).
17. Do a dummy run of handling an Auditor in its entirety from setting its theme to completion.
18. Study of other relevant policy letters. (List on checksheet.)
19. Any other needful items, either theory or practical. CHECKLIST
20. A checklist which is checked off action by action as an issue is done and which is filed when completed, with the dummy, original material and a copy of the printed issue, must exist.

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Compiled by CS6 Staff  
Approved by  
L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 NOVEMBER 1968

Issue II

Gen.  
Non-Remimeo  
SH  
ww  
Auditor journal  
Hats

**STANDARD ACTIONS, OFFICE OF THE AUDITOR  
JOURNAL  
THE OFFICE OF THE AUDITOR**

The Office of the Auditor has a minimum of 4 to 5 staff.

Editor: Runs the office. Directs the Auditor in all its aspects, plans issues, and is responsible for producing on-policy Auditors on time.

Asst. Editor: Assists the Editor, acts for the Editor in latter's absence. Next most senior person in the office after the Editor.

Auditor News Officer: The executive who handles and supervises all correspondents for the Editor, responsible to see that the Editors are supplied with more than enough on-policy materials for issues.

Auditor Typist: Types all copy neatly and double spaced for the printer, does filing and general clerk work.

**TARGETBOARD**

There is a large target board in the office subdivided into the following vertical columns THEME/DUMMY/COPY/GALLEY PROOFS/PAGE PROOFS/PRINTED/ MAILED. There are at least 6 horizontal columns. A card with the number of issue of the Auditor, its deadline (date it's due to be mailed out) and the theme of the issue on it is posted under the theme column. Auditors are planned at least 6 issues in advance, so one would have several cards in the theme column representing future Auditors.

Then when the dummy is done the card is moved into the "dummy" column to show that the dummy stage is completed and so on until the card sits in the "mailed" column indicating the issue has been mailed out from Saint Hill. The date the card arrives in the "mailed" column should fall on or within 7 days of the date deadline on the card.

The above target board also gives us the cycle of action of the Auditor when it is typeset and printed letter press at the printers.

By the target board are placed any commendations the current Editor has received and any particular items of interest. Photos of the Founder as have appeared in the Auditor are displayed in the office near the target board.

The Auditor office must have a separate space of its own which it keeps in good order. As it promotes and deals in good news the Auditor staff maintain excellent personal images and the Editor sets an aura of high tone efficiency.

**STANDARD OPERATING ACTIONS  
THE THEME**

1. One plans an Auditor months in advance. Themes for Auditors should be planned at least 6 issues in advance. That way one is at cause over the tide of events but can stay alert and change a theme to suit new circumstances as required. (By theme is meant a recurring pattern, the unifying factor of the issue, the basic push, "sell", goal or communications of the issue.)
2. Put the theme on a card with issue number and deadline and place under THEME on the target board. Get a folder made for the issue and let it collect material.

**DUMMIES**

3. Within ample time, get all the material collected for the issue and do a dummy. On the dummy you mark down what goes where-it's the "blueprint" or diagram of the issue. Dummy also shows approximate size of headlines. This is where you plan the issue.

4. Training route is always stressed hardest of all. Thoroughness of training is a keynote of promotion. One promotes the orgs as duplicating standard technology exactly. The SHSBC is the prime Saint Hill service.
5. L. Ron Hubbard is very much part of the Auditor format as the source of Scientology, a very standard action in Scientology promotion. Articles by the Founder are either sent directly by him for an issue or are newly edited into written English from his tape transcriptions. Articles by the Founder are a standard part of the Auditor format.
6. When doing the dummy pay attention to where the folds of the Auditor will fall so as to avoid allowing a crease to fall across the face of a photo of an important personage on the front page or of LRH or MSH anywhere in the issue. Just use good judgement on this matter.
7. Once the theme of an issue has been established don't lose it in your layout or headlines. Loss can result in soft sell. Soft sell can occur if one is not quite sure what one is doing or is dispersed in any way, which results in weak material which is soft sell.
8. Intelligent planning and correct evaluation of importances are mainstays of an effective editor.
9. Keep a dummy simple and don't be afraid to try lots of different ways of doing it in order to get it right. The fastest way isn't necessarily the right way. The dummy is planned per the theme and available or potentially available material.
10. In planning a dummy (involving the sequence of significances and utilization of the spaces of the pages) one has to grasp the fundamental that an Auditor is an exercise in the control of a reader's interest and attention toward achieving the editorial purpose of the Auditor ("To show the world successful Scientology and Scientologists and make them want more Scientology"). The reader's attention is controlled through the interplay of significances (importances) on the physical layout of the dummy plus size of the headlines. (Note page one begins a cycle of action, pages 2-7 continue it, and the bottom of page 8 ends it. There are other cycles of actions within pages 1 to 8; and of course there is the larger cycle of action involving the purpose of the Auditor.) Study previous Auditors closely, particularly the ones commended by the Founder, and notice how the layout and sizes of the headlines direct the reader's attention. A trained Auditor understands what control of attention is about. An artist understands it as the "attraction" of attention. These principles of layout are relevant to any promotion. The physical layout and type size assist the communications of importances so that while a pleasing balance is achieved the view is directed to importances in the order you wish it. Mock up some large sign and you'll get the idea. The positive direction of attention has a lot to do with hardsell. It's smooth. It's very simple.
11. A Major issue shows the image of Scientology (it's 100% successful, puts standard Scientology technology there, shows where Scientology is going, what Scientology is doing, what Scientologists are doing, how Scientology and Scientologists are expanding. (See definition of "Major" in HCO Pol Letter of September 23, 1964, "POLICIES: DISSEMINATION AND PROGRAMMES" and HCO Pol of 25 November, 1968, "SAINT HILL INCOME PEAKS".)
12. A Minor issue reaches the broad Scientology population of the world, as compared to a Major which addresses the trained Auditors and more advanced Scientologists of the world. A Minor more than a Major tends to have more emphasis on lower levels, on pushing a person through their local org to Saint Hill. It is very much more simple in construction and approach. It also, like a Major, holds high the banner of standard tech wherever it goes. All supremely important news is put in a Minor or a special Minor issue is sent out. (See definition of "Minor" in HCO Pol Letter of September 23, 1964, "POLICIES: DISSEMINATION AND PROGRAMMES" and HCO Pol of 25 November, 1968, "SAINT HILL INCOME PEAKS/Reinforcement of Auditor Promotion".)
13. ANY PHOTOGRAPHS USED OF L. RON HUBBARD MUST BE CORRECT IMAGE. NO PHOTOS OF L. RON HUBBARD MAY BE PUBLISHED OF HIM WHICH HAVE NOT BEEN APPROVED BY L. RON HUBBARD OR AN AUTHORIZED AIDE.

#### **COPY**

14. Copy means the significances of the issue, what's in words.

15. Once the dummy is completed the material is now prepared in its final version per the dummy. Any editing of success letters, writing up of feature news stories, captions for photos, editing of tape transcription, etc., are now done.
16. When writing copy, always address one person because only individuals read the Auditor. Never refer to the org as "we". Resist attempts by staff to promote themselves. Apply HCO Policy Letter of 17 April, 1965, "ADDITIONAL MAG POLICY".
17. Articles on organization services can appear in an issue of the Auditor. These are clearly and interestingly written and show the role that service plays on the Bridge. (These are not tech articles, but actually a genre of advertisement. See examples of such in commended issues.)
18. Auditors are described by the Founder as "serene" and "dignified" and also hard sell. Communication is very direct and no tricks of any kind are made. Do not accept any comments from any sources to change to a more "modern" layout or format-this only results in soft sell and disaster.
19. When writing data, watch for specifics. A story can appear dull if all the interesting specifics are not included. This also applies to ads-specifics on the steps of writing an ad can really add life into the ad. One has to have a great reality on who or what one is writing about. Do a CSW whenever required. Confront your material.
20. Always read and reread copy several times before sending to the printer. One must have a critical viewpoint when doing this and is purely looking for anything off policy or non-standard, conflicting, incomplete or incorrect. The right things will remain because they are right and you *have looked*. Get your own Div 5 function in on your own work.
21. Out tech can occur not only in material submitted but in photos, so a tech or qual hat must always be worn when compiling an issue. Examples of out tech photos-clay table demos with no labels, auditor using hair spray cans in a session, complete with a plastic lid, poor TR's, etc.
22. Use of headlines and size of type face used can make or break a page layout. Use of the same size and same type face can be monotonous. Differentiation of type faces and size (size being more important than style) with good judgement can really highlight important sections and create the desired effect.
23. The headline of an article should vividly reflect the article itself and is very important. A poor headline can result in dispersal of the reader's attention.
24. When an article is reasonably long, it is sometimes a good idea to break it up with sub-headings which describe each section in turn. The fundamental here is again the smooth control of the reader's attention.
25. Ron is source. Stress Ron as source always. No one else is source. As per policy, no tech is written by anyone else. Only services, applications, use or results may be compiled or written. Success letters and materials sent in must be carefully edited.
26. Make sure the Auditor communicates well, that any Scientology words that need to be defined in Minors or even Majors are defined. Just follow the policy of 23 September 1964 on Dissemination and Programmes, pages 2 and 3. PRINTED MATERIALS MUST BE COMPREHENSIBLE.
27. Quality of photos. A print usually has to look really good and clear to reproduce well. The attitude is always communication first, technique second. You aren't running photo contests. But if the technique is too poor for good communication to occur and when it's reproduced, it can't be used. Insist mainly on feature photos which show action with reality.
28. Always write a photo caption with the photo in front of you. Look at the photo. What is it? And you have your answer-that's your caption.
29. The way that one approaches the Auditor is that it's Ron's comm line and not an org's. Ron's comm line always. As one perfects an issue, one is putting the right particles on Ron's comm line.
30. After the copy has been written, it is typed up very neatly and double spaced for the printer-make it pro looking. Then start in from page I and do the typography for the issue by marking the type styles and sizes on the typed copy, including headlines, that is going to the printer.

30. (a) Doing typography consists of selecting type sizes and styles for headlines and text. The type size of the text depends upon the dummy and text; you have so much space to fill with so much text. If you aren't sure what type size the text should be to fill the space for it you can write on the copy "set to fill", which means the linotypist will select the correct typesize and amount of leading to evenly fill the space. (Given "so much copy" two factors determine how many words will fit a given space: type size and leading [the amount of space between lines of type].)

The photos, the typed copy and the dummy all go in a folder marked "Auditor no. such and such" with your address. The dummy goes in front, then the copy, then the photographs are properly packaged.

### **GALLEY PROOFS**

31. Galley proofs are the next step.
31. (a) Always insist on galley proofs and page proofs of an issue. A galley proof is the material for an issue which has been typeset but not yet placed into pages-it comes in long strips. First rule up the page size of the issue on large pieces of white board (card or paperboard) each page correctly numbered. One normally has two pages on one piece of board corresponding to a single sheet of the dummy. Then take your dummy and cut up the galleys into their correct order per the dummy and place the material (galleys) in their correct position on the paperboard pages. But don't paste anything down until you have correctly placed all the copy in the issue. Don't be afraid to change the placement of photos or articles at this stage. Move the copy around until you find the right placement on the pages. When every page looks right, then do the paste down. NOTE: IF YOU HAVE ALREADY DONE A PROPER DUMMY AND ACCURATELY ESTIMATED YOUR MATERIAL YOUR FINAL PAGE LAYOUT WILL EXACTLY CORRESPOND TO YOUR DUMMY LAYOUT. That's good planning. But the rule is: don't paste it down until you have seen all is well.
32. While the galleys are being put into pages, the other copies of the galleys are proofed and any misduplications by the printers are indicated on the proofreader's copies.
33. The Auditor, now in the form of pages, the exact size of the issue, along with the proofed galleys, are returned to the printer.

### **PAGEPROOFS**

34. The next step is to receive page proofs back from the printers. Page proofs are the printed impressions of the pages as they will appear in the printed copies. This is your final check to see that the printer has duplicated the material, photographs and layout exactly and incorporated the corrections you sent him on the galley proofs. In actual practice, one can keep sending back "page proofs" to the printer to be corrected until he duplicates the issue as supplied. When satisfied that the printer has duplicated the issue it's okay for him to actually print it.

### **SUPPLEMENTS**

35. Planning a supplement. This should be started immediately after the last one was completed. It takes considerable planning and preparation before anything is even vaguely commenced on it. Decide on what the supplement is going to be about and then go about collecting all and any data on the subject and much much more than you will ever use. Then set about and write a photoscript. A photoscript is a print by print description of the sequence of actions of the issue, the story line which is to be photographed. *The photos are the story.* (See the LRH photoscript done for "A Student Goes Through Saint Hill".) When the photoscript is right, then plan the dummy and continue the issue from there.
36. A Supplement usually contains one or more photo montages, but this is not mandatory. A photo montage is a compilation of several photos which have been cut out and pasted down onto a sheet. A photo montage is placed where one wants to represent photographically a lot of ideas and actions. The placing of the photos in relation to each other must be done with proper consideration. If you find you are missing a certain piece, almost like a puzzle, order the exact photo from the photographer.
37. The spaces planned for photos are numbered on the dummy in consecutive order from page 1. The backs of the photographic mounts are then numbered identically in pencil so the printer can match up which photos go where. (If the photos aren't mounted put each one in an envelope and number each envelope accordingly.)



Make sure you follow HCO Policy Letter of 28 July, 1965 "Handling of Photographs".) This procedure is followed with Auditors or supplements. You don't paste the photos in on the dummy.

### **LIAISON WITH SAINT HILL**

38. The Editor should use the SH Correspondent to liaise with the Dir Comm SH re the ordering of envelopes and stuffing of each issue (the Editor just makes sure it's done). The Dir Comm SH should advise the Auditor Correspondent SH once a month of the total SH mailing list so that the correct number of Auditors is printed.

### **IMPORTANCE OF THE AUDITOR**

39. The importance of the Auditor derives from the following:
- (a) It is the international journal of Scientology.
  - (b) It's SH's biggest promotion line.
  - (c) SH's public image depends upon it.
  - (d) On-policy issues have been found to be a main factor in SH affluences.

### **THE EDITOR**

40. The Editor of the Auditor must perceive what is happening in the expansion of Scientology and must be able to reinforce that expansion fast. The Auditor pushes expansion. The Editor must have his thumb on the pulse beat of Scientology. When L. Ron Hubbard wants to reach broadly on comm lines, he often uses the Auditor. It is the international journal of Scientology and could be described as the intercontinental promotional missile. It must be straight and true and communicate with great reality and directness. Its lines are, after all, Ron's comm lines and this should never be forgotten.
41. The Editor must keep his intelligence and prediction factor high. He must therefore insist on getting copies for his office of HCOB'S, HCO Policy Letters, International Ethics Orders, WW Eds and International EDs as they are issued from WW. Proper promotion requires good information lines. The Editor mustn't be isolated on the periphery or get out of touch.
42. One has to keep really up on current Scientology events and changes and be on the ball on this. Sometimes a change may affect an issue. It's better to have an issue a few days late, if necessary, and right than early and wrong. So don't be afraid to hold up a printing or change an issue or part thereof, if it's command intention. Just do what Ron would do. In fact, whenever in doubt over some point in the Auditor, always ask yourself "What would Ron do?" and then find the policy the answer is on. It's always there.
43. The Editor of the Auditor is a live being who can confront the 3rd, 4th dynamics and make things go right, plus a total certainty on the soaring workability of standard promotion and all the technical services of Scientology, and their results.
- (a) Good luck.

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Compiled by  
CS6 Staff  
for  
L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Remimeo  
Auditor journal  
Hats  
HCO Hats  
Promotion Hats  
LRH Comm Hat

HCO POLICY LETTER OF 10 AUGUST 1970

**THE AUDITOR**  
**Org Magazines and Comm Lines**

In HCO Policy Letter of November 24, 1958 "Magazine Policy" it is stated that:

"All magazines are my communication lines, never an organization's. Organizations don't talk, the public doesn't listen. If you want to know how it should sound and look ask yourself how I'd want it-you will have the answer that's being bought throughout the world."

This basic statement was re-interpreted in HCO Policy Letter of 29 November, 1968 Issue 11 "Standard Actions, Office of the Auditor Journal" page 4, paragraph 29, as follows:

"The way that one approaches the Auditor is that it's Ron's comm line and not an org's. Ron's comm line always. As one perfects an issue, one is putting the right particles on Ron's comm line."

As the latter statement is liable to misinterpretation to the effect that a magazine has little or nothing to do with an org's comm lines, or that Ron's comm lines must be segregated from org comm lines, the following statement is made to clarify the matter. It replaces para 29 of HCO P/L 29 November, 1968 Issue II.

**Magazines, LRH and Org Comm Lines**

**Clarification:**

In that an organization has as one of its major purposes to deliver Ron's technology to individuals in its community in accordance with his intention to clear the planet and with other intentions expressed by him, any theta communication line used by the org to forward the major purpose of clearing the planet is a communication line of Ron's either directly or by extension.

A magazine which forwards Ron's purposes and policies, whether the magazine is originated wholly and solely, partly, or not at all, by Ron himself is a comm line of his, provided in the last two cases, his name and image are prominent in text photos and ads.

An org producing such a magazine has the comm line of the magazine as its comm line, maintained and run for Ron, from the org to its publics as a relay point in one of Ron's communication lines-which is via orgs in general to the publics of the planet.

There is no restriction or limit imposed arbitrarily by policy on the degree to which an org may successfully strengthen or forward Ron's comm lines, as the successful way to do so is to do what he says.

The degree of exactness with which Ron's communications are duplicated and forwarded by relay points and receipt points determines the success and power of those relay and receipt points.

HCO Policy Letter of November 24, 1958 "Magazine Policy" stands.

If you ask yourself how would Ron want it, how does he say he wants it, and do that in Auditor, Continental and Area magazines, you will be on and forwarding Ron's comm lines, as you should be.

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LRH Pers Comm  
for  
L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Remimeo  
Dissem Secs  
Franchise  
Auditor  
Correspondents  
FSMs

HCO POLICY LETTER OF 7 JULY 1965  
(Reissued on 9 July 1967)

**PHOTOS, NEWS AND STATISTICS  
FOR MAGS AND AUDITOR**

We need lots of Feature News Shots for our Magazines and for The Auditor, and also Feature News stories.

A feature news photograph is by definition a posed manipulated picture that tells a story. It is not just a record of an event. It may be, but it is also a *made* event.

Example: Student A reading with delight a letter, which the caption states, tells her she has 29 preclears lined up when she gets back from Saint Hill. That is a Feature News Shot. One had to get the idea, go find a student who had some preclears waiting, get hold of the photographer and get the shot properly done.

The absolute minimum of group shots, where the group each faces the camera like a high school graduating class, should be used. When you shoot a group, show it in ACTION, doing something.

Directed, planned or redone news is more interesting for our purpose, than groups facing the camera in "Napoleons". So we mainly do Feature.

We want pictures of Releases after they are made. We want before and after pictures of spectacular results. We want Joe Smuts, Standard Oil Executive, shown hard at work on his HQS course, or using Scientology in his job. We want photos of successful Scientologists and people using Scientology, done in the Feature News Photo Style. We need these for many Scientology Publications and for future planning.

Also send in stories and news items of successful Scientologists or stories and news items of successes with Scientology. Be on the look out for such, and send them in. Try to get a Feature News Shot hi-lighting the story, if you can.

Also send in statistics (vital statistics or personal success statistics-not org staff statistics). Lots and lots of statistics. Indoctrinate your local members to send you their statistics as they arise, and then route them on to Editor of The Auditor at Saint Hill.

Plan and get feature news shots, news items and statistics. Route or send them to:

Editor of The Auditor WW,  
Saint Hill Manor,  
East Grinstead,  
Sussex, England.

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L. RON HUBBARD  
Founder

Remimeo  
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All  
Communications  
Hats

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 JULY 196~

**HANDLING OF PHOTOGRAPHS**

Photographs when sent through the communication line either by mail or through the Comm Centre must always be routed either in boxes for such or between two sturdy pieces of cardboard which will not bend.

*NEVER* put a paper clip on any photograph, either to keep several together or to attach dispatches to. **JUST NEVER PUT A PAPER CLIP ON ANY PHOTOGRAPH FOR WHATEVER REASON!**

The reason for such protection of photographs is simple. If any photograph has the least bend or break in it, it cannot be used for photolithograph reproduction in magazines or printed matter as the bend or break causes a white streak to appear in the reproduction which cannot be corrected or used.

L. RON HUBBARD

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 OCTOBER 1968  
(Reissued from Flag Order 1534, same date)

Remimeo

**PHOTOGRAPHERS, OF INTEREST TO**

There are only 2 points which make a photographer a professional. Hardly any "Pro" knows this.

1. TO BE 100% FAMILIAR WITH YOUR CAMERAS, ATTACHMENTS AND ACCESSORIES AND NOT BE INTROVERTED INTO THE OPERATION OF THEM.

By 100% means you could locate any switch, attachment, change films, operate and attach accessories in total blackness. This degree of familiarity needs to be worked on., You need to practise, practise, practise with a camera using date expired film, all the actions concerning loading, unloading and shooting film in any circumstance. You cannot hope to take a good picture if you are worried about which clicker to click. This cuts your reach. You must be able to look, see there is a picture to be taken, and take it-SNAP! If it takes you as little time as 2 minutes to set up your camera, then you've had it, your picture will be lost.

You must be familiar with your equipment to take a photo NOW. The way to get this familiar is to *DRILL DRILL DRILL* until you totally extrovert from the camera. Then you can see pictures to take.

2. A PICTURE MUST COMMUNICATE.

Forget the idea that a picture is a record-it's not-it's a communication.

You don't stand in one spot and take photo after photo-you get yourself in various positions and take shots; eventually you'll find the position/angle which communicates best and that will be your best picture.

A photographer looks for something to shoot-something that says something and then shoots it in such a way (the best way) as to portray that the scene does say something.

You don't just take nebulous pictures of Sea, Sky, People, etc. Make your pictures talk.

These 2 points go hand in hand-you could happen upon a perfect scene, get yourself in the right position to shoot it and then forget which button to press. By the time you work it out you've lost your picture.

Similarly, you can shoot a perfect scene, perfect range, colour, depth, etc., but it doesn't say anything-it's dead. A picture must say something without captions of any kind. It must communicate.

You want to become a professional photographer? - These are the only rules you need to know.

Good luck.

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Irene Dunleavy  
CS 7  
for  
L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 NOVEMBER 1968  
Issue 11

Remimeo

**PHOTO-POLICY FOR MAGAZINES**

(Of great interest to any photographer.

Note: The term "Auditor" in the text refers to  
"The Auditor", the International Journal of Scientology.)

A great deal of interest is shown in our Auditor photos. Therefore, the interest must not be permitted to go stale.

How to go stale on photos: Use RECORD shots only. Record shots are head-on dull group pictures, or single faces with no spark. Using standard events over and over, always shot from the same angle, always similarly lighted. The absolute minimum of group shots should be 4sed where the group each faces the camera like a high school graduating class.

Using the same dramatis personae continually is poor.

What we want is *Feature News shots*. By definition, a feature news shot means a posed, manipulated picture that tells a story. This is also called a "genre" in the old pictorial school. It is not just a record of an event. It may be but it is also a *made* event.

These, then, are two different types of pictures-the Record shot and the Feature News Shot. We have to do some of the former, as it's all we'll get. We must then make up for it by mainly deriving the latter.

A Feature News Shot requires imagination and direction.

Example: Student A reading with delight a letter which the caption states tells her she has 29 preclears lined up when she gets back from Saint Hill. That is a Feature News Shot. One had to get the idea, go find a student who had some preclears waiting, get hold of the photographer and get the shot properly done.

Example of a record shot: no imagination; somebody with a camera shoots George Brown being handed his classification.

Record shots are really harder to do as one has to be on the ground at the time of event. This is all right for fires and train wrecks but we don't have them often.

To get a volume of pictures requires a lot of dream up, based, it is true, on what really is going on, but planned and reformed to make better presentation.

If you will notice in a local weekly newspaper, the staff photographers fill up a lot of pages with group shots and record shots. Cast of "Ophelia" on stage at High School, showing a lot of lined up people facing the camera or a basketball team all lined up facing the camera, etc. Then one of these photographers does two little girls threading a needle painfully at a sewing class and lands front page.

You can turn a record shot into a news feature shot by having the basketball team actually simulate playing or the cast do the scene. Or have the team "get word Malborn challenges them to play", or have a cast member who twisted her ankle yesterday twist her ankle again for you in front of the cast in a "scene at rehearsal".

Directed, planned or redone news is more interesting for our purposes than groups facing the camera in "Napoleons". So we mainly do Feature.

Strikingly lighted portraits and feature and landscapes should be what we do in The Auditor.

Posed groups doing "Napoleons" are all but taboo, and only used because we can't get anything else from Auckland. But even then, I would be more likely to do a photomontage of them or with cut-out faces scattered through an article on Auckland. A photomontage would be the Auckland new quarters with faces pasted around it in some rhythmic pattern in the modern mode.

Don't put pictures on things with paper clips. The picture ripples and won't copy or photo-litho.

Polaroids can't be blown down with the print as they're only 3 1/2" X 4 1/4" in the first place. And ranking them in neat blocks of pictures went out in 1910.

While it's less work to do it this way, magazine appearance depends upon industrious formulation of artistic patterns. Following the easiest way doesn't produce a good magazine.

And that's Photo-policy for magazines.

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L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

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



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Saint Hill Manor, East Grinstead, Sussex

Gen NonRemimeo  
Applies SH &  
FCDC  
Dis Div Hats  
Dissem Div Hats  
Dept Insp & Repts  
Hats  
Dept Comm Hats  
Info other Orgs

HCO POLICY LETTER OF 16 DECEMBER 1965

**COPYRIGHT: U.S.A.**

In order to protect our copyright property in books, periodicals and printed matter that are sold or distributed generally, interim copyrights should be obtained by the continental organization (FCDC) within six months of the date of United Kingdom publication.

As this interim copyright lasts for only five years, a completely American edition must be done of those published works for which it is intended to secure a 28 year-term. To comply with the present law all materials used, even the very stencil must be done in America and manufactured in America and the American org address used.

Before applying for renewal of copyright, The~ Copyright Officer, D.C. should obtain and send a list of interim copyright due to expire in the next six months to Copyright Officer, WW who would ascertain from LRH Issue Authority, WW those for which a 28 year term renewal application should be made.

As under the present law, only a maximum number of 1500 copies of works published abroad and given a 5-year interim copyright can be legally imported into the USA during those 5 years, The Dissemination Secretary should be alerted to this provision of the American law and ensure that an American edition of good sellers is ready to hand before the Customs prohibit further importation.

Addresso WW should have a plate made and addressed as follows:

"Copyright Officer, For Registration of U.S. copyright, Founding Church of Scientology, 1812, 19th Street N.W., Washington, D.C. United States," so that he receives an extra copy of all general mailing, mailings to members, *and of books as they are published.*

As the registration of copyright is expensive (6 dollars per item), only books, periodical publications and such policy letters and bulletins that are widely disseminated and of intrinsic value, i.e. those not already covered by previous policy letters or bulletins, should be registered.

L. RON HUBBARD

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Remimeo  
CO Pacific  
Station  
SO Div II's  
Supercargos  
SO Div VI's  
Orgs for info

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 27 OCTOBER 1969  
Issue 11

**REGISTRATION OF SO INSIGNIA**

The star and leaves insignia of the SO has been registered in the U.S. Patent Office - Registration No. 877,948, on Sept 30, 1969.

Our patent attorney in Washington, DC has stated:

"As you know, now that this trademark has been registered in the U.S. Patent Office you are legally entitled to and should use an expression such as (R) in conjunction with this trademark wherever the same is used."

The Registration Certificate bears the following notice:

"This Registration will be cancelled by the Commissioner of Patents at the end of six years following the date of registration, unless within one year next preceding the expiration of such six years, the registrant file in the Patent Office an affidavit showing the said mark is still in use or showing that its nonuse is due to special circumstances which excuse such nonuse and is not due to any intention to abandon the mark. A fee of \$10.00 for each class must accompany the affidavit."

Supercargo of the senior SO unit in the U.S. is charged with the duty of ensuring compliance with both the above statements.

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HCO POLICY LETTER OF 17 SEPTEMBER 1958  
(Issued at Washington)  
(Replaces HCO Policy Letter of 1 June 1957)

1 each staff  
member  
field offices

**WHO CAN ORDER PRINTING**

The following persons can originate copy for printing:

Association Secretary or Organization Secretary  
Treasurer  
Registrar  
Central Files In Charge  
Director of Training  
Director of Processing  
Director of Administration

All material to be printed and its price must be okayed by the Director of Administration before order is placed.

L. RON HUBBARD

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[HCO P/L 1 June 1957, same title, was similar to above except that it included the *PE Foundation Director*, and not the *Director of Administration*. A complete copy is in Volume 7, page 628.]

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HASI POLICY LETTER OF 31 OCTOBER 1958

1 ea staff member  
field offices for  
info Washington

**USE OF MIMEO RESTRICTED**

Only 75 copies of any given item may be run off on mimeo machines.

Any item to be run further than this number must be well done on Photo-litho or photo offset.

All general releases of data go out in Certainty and in no other printed way.

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L. RON HUBBARD  
Executive Director  
HASI

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 12 FEBRUARY 1959

**BOOK ADMINISTRATOR**  
(previous printing hat)

**DEPARTMENT HEAD: HCO CONTINENTAL SECRETARY**

*Purpose:*

To handle the printing of promotional and disseminating materials for the Organization. To secure good prices and fast service on printed matters.

*Duties:*

To be a terminal for finished copy that is ready to go to the printers.

To check finished copy for approvals and make sure a proper amount is being ordered.

To get copy to printers, either by calling them for pick up or taking it to them or mailing it to them.

To get an estimated date of completion, and to notify the originating department when it can be expected back.

To get proofs if required.

To follow the directions of handling material on arrival from printers,

1. Initial delivery slip when received satisfactorily and attach to approval and send to Disbursements.
2. Send 2 copies of material to Legal (for copyrights).
3. Send I copy to Public Relations.
4. Send I copy to Assoc Sec.
5. Send 10 copies to HCO.
6. If book for bookstores send copy to- Reviews list.
7. If new books, or one that has been out of print for some time, advertise in Ability /Certainty.

To keep a record of what is at printers at all times.

To make certain that all material is copyrighted.

To keep printing plates in good order.

To handle re-printing along the same routine as for printing new materials, supplying printer with plates where necessary.

To check book advertisements in Ability/Certainty magazine.

To follow up on all books and printed matters,

L. RON HUBBARD

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 MAY 1964

HCO Cont Dirs  
HCO Secs  
Org Secs

**RIGHTS TO PRINT OR RE-PRINT  
SCIENTOLOGY BOOKS AND MATERIALS**

As from this date, all established works on Scientology and Dianetics will only be printed and supplied by Book Dept, of Scientology Library and Research Ltd., at Saint Hill, and no permission will be given to any Scientology Organization to print such works locally.

Further, no new works on Scientology or Dianetics may be printed and published except by Scientology Publications Ltd., at Saint Hill.

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Issued by: HCO Technical Materiel  
Secretary WW  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Remimeo  
HCO Exec Sec  
Dissem Sec  
Dir Pubs  
Printer Liaison

HCO POLICY LETTER OF 21 DECEMBER 1969  
Issue II

**GUIDE TO THE FUNCTION OF PRINTER LIAISON**

(Sources: Basic LRH Policy, MSH directives on printer liaison admin and procedure, MSH verbal info given to me, my experience in four countries of the world and data from Leon Steinberg and Herbie Parkhouse.)

The function of the Printer Liaison found in Dissem Div, Dept 5, on the modern org board needs some explanation. When an org uses an outside printing firm to print a magazine, flyer, etc, the following data concerning the function of printer liaison should be known and used.

Excellent printer liaisoning as contrasted to poor printer liaisoning, can save an org a lot of money and, at the same time, enhance org PRO by ensuring an adequate printing quality is achieved within funds allocated.

In one area printing bills were cut by half with improvement of quality through the introduction of standard printer liaison procedures. Given the same budget a good PL can get better quality and increased quantity through cheaper prices per particle than a careless PL.

All of the above can contribute to an org's solvency and future prosperity.

NOTE: This *data is applicable mainly where an org does not have its own printing facilities for a given job and uses a commercial printing firm.*

**THE BASIC SYSTEM**

Standard Scientology P Liaison procedure is based upon the 3 quotes (or more) system.

A quote is singly a price estimate only but, considered more broadly, it is a *complete* estimate (CSW) by a printer on the service he can render. It includes:

1. An exact total cost (including any tax)
2. How long it will take to begin and complete delivery
3. Examples of printer's previous work (this gives estimate of quality).

One gets a quote as above from at least 3 printers and compares them within one's predicted budget, production deadline and quality expectation. The perfect quote will be a printer who combines the lowest price with professional, clean quality with a satisfactory speed of particle flow.

Certain printers, because of the types of machines and labour available (mechanical and experiential specialization) may be found to do some types of jobs faster and more cheaply than others. Anyone holding the printer liaison hat (or function from above) should become familiar with the basic printing tech so as to recognize and isolate which printers are most suited or technically specialized for various types of work required. One can learn by asking the printers to explain and

being interested in what each can do and why.

A good P Liaison by comparing prices and being inquisitive, can actually reduce printing prices through increasing demand for his work and introducing competitiveness (without 3rd partying) amongst printers.

It has worked to say, for example, "Printer X can do the job for \$100. You can do it for \$10. How come you are higher? Can you reduce your price? I'm sure we will be having a lot more work coming up. We expect to expand, you know, at an even more rapid rate."

The keynote of P Liaison's activities in handling printers or their representatives is ARC, professional attitude and positiveness. A good P Liaison, as he is handling the public can be an effective PRO point for his org.

The P Liaison uses the following *senior stable datum*: "A Scientologist who fails to use Scientology technology and its administrative and Ethics procedures on the world around him will continue to be too enturbulated to do his job."

An excellent P Liaison once handled a suppressive manager of a company who was cheating the org with sabotaged service and false promises by writing his boss with the full facts. The boss immediately realized the manager had been doing the *entire* company in with false reports and bad service, saw he was a psychotic and instantly fired him.

A successful Ethics action for poor service has been to drop the firm for a while indicating with good ARC why he is being dropped and who goofed. Given another chance at a later date, a printer has made amends with exceptionally low bids.

### THE CYCLE

1. It's quite essential the P Liaison gives the printing firm exact specifications for the job so you and he know exactly what he is quoting on. Make sure there is an understanding on the type and weight of paper to be quoted on. The P Liaison should also understand how the printer would do the job-by what printing methods and on what machines. Always break the job down into parts-does the printer intend to farm any part of the work out because he isn't equipped to do it all himself. Recognize that folding usually comes after printing and is not usually an integral part of the printing procedure. An org can, therefore, save money by hand-folding in an all-hands folding and mailing party or borrow a folding machine or whatever. The point is each step of the job should be known or cleared with the printer during the quote stage so there aren't unknowns about it and points where unnecessary expenditure can be curtailed aren't overlooked.
2. The P Liaison doesn't actually place the order. He gets the quotes. A PO for the job is then presented on standard FP lines with all relevant CSW.
3. When the exact PO is approved by FP the official order for the job with an order number is then placed by Disbursement in writing with the printer.
4. A quote from the printer via the printer's rep to the P Liaison should be officially in writing. "If it's not written it's not true" is our policy.
5. After the above is done the P Liaison now ensures rapid compliance is achieved to his org's order. Presumably an agreed upon estimate of completion was given with the quote. A printer has usually a lot of other orders. He doesn't have a time machine or policy on priority of orders. A P Liaison keeps an active account of his org's order. He keeps checking on the progress of the job. The maxim is he bugs the printer to get his job done more than anyone is bugging the printer for their job so the printer does it just to get you off his back. That works-and it's done with ARC and

good PRO. You become a real stable terminal to him in his confusion of which job to do next and when.

6. The cycle continues when the job is checked on delivery for accuracy, correct quantity and quality. The org gets, at least, what it's paying for per the approved written quote. If a job isn't acceptable (not what the org agreed to pay for, for example, it's below a professional printing standard), it is not accepted but redone by the printer as required. Why it's unacceptable is indicated with reality. An honest printer will concur and redo it or make amends.
7. Finally, the job is used by the org and *its* users and the printing bill is paid.

When a printer does a good job, thank him. When he does something special, commend him.

Honest, hard working printers can stay up all night for you and be an asset to an expanding org which uses them.

## QUALITY

*Quality* does *not* necessarily mean "expensive" by a long shot. The basis of all pro quality printing is the production of accurate, *clean* and properly inked work.

When your Promo Dept does the original art work, quality begins with whether the material is attractively designed, well written, typed neatly and laid out straight.

Therefore, a basic quality image is achieved through promo's competence and standard layout and a printer's standard work. NONE OF THESE COST MORE.

## ADMIN

A P Liaison logs each job and devises an accurate record to tally the following data for reference: job, number of copies, firm, price, delivery record, quality, any comments. This gives a P Liaison a guide to who's who amongst printers and provides a history for comparing new and old quotes.

The P Liaison also keeps an address book with the names of firms, their addresses, telephone numbers and the name of each firm's representative.

The above data can also be used by anyone doing manufacturing liaison.

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Written by David Ziff  
Flag Org for  
L. RON HUBBARD  
Founder



# EXECUTIVE DIRECTIVE FROM L. RON HUBBARD

LRH ED 98 INT  
To: HCO ES  
From: Ron

19 April 1970

Subject: MIMEO

As you will hear, you are about to get all local promotion make up in your org. Pubs will cease to do it.

This brings up MIMEO and/or PHOTOLITHO machines.

About 15 years ago I examined this subject and found that no org could prosper or even function without a MIMEO machine. This could be interpreted as one of these small photolitho machines or as a mimeograph.

We have never had any trouble running mimeo sections. When WW started mailing out already cut stencils for HCOBs and PLs it was just being accommodating.

It did however tend to reduce the local mimeo sections.

Over several years the final result has been scarcity of materials. This makes an outness in courses, in staff know how and has obviously cut deeply into income.

Now that orgs will be doing their own local promotion a MAKE UP SECTION in Div 2 will take on new importance.

If you have a mimeo or photolitho you can promote quickly. You can reach people like FSMs easily. You can issue mimeo orders for students and staff. And most importantly you can make up HCO B and HCO PL deficiencies.

This doesn't mean you never get anything (like a mag or prom piece) printed. It does mean you can fill in the dead spots promotionally with mimeo.

If Address is plated and in some kind of shape you can do a lot with specialized promotion like to all past students or all past pcs, etc. ~f ou can offer them special things.

Personally I don't think I could run an org without a mimeo or photolitho machine. Routing forms, bits and pieces of admiii, if lacking can tie the place in knots.

HCO, if it has a mimeo and an address file can always set wheels in motion when stats go down.

I have been having a spot of trouble the last half year trying to reach to some org staffs because the mimeo-bulletin-Ed-PL lines were stumbling across an absence of a make-up, mimeo section in several orgs.

This points out a larger outness. If you don't have make-up mimeo under your direct control and in an org you tend to lose out in a number of ways.

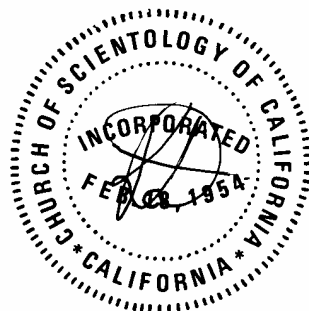
A Roneo Stencil Cutter and a Roneo mimeograph machine and file cabinets and mimeo typewriters are not all that expensive. Other brands and types are quite good. There are also photolitho systems, the only drawback is that they require more skill, are more expensive and work turned out on them, when used for general magazines is not all that good.

Looking back over the years, I can't see how an org could run without a make-up, mimeo section. Thought I'd just pass it on to you as a tip.

L. RON HUBBARD

Founder

Love,  
Ron  
LRH:dz.rd



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 MARCH 1971

Remimeo  
HCO Hats

**MIMEO SECTION**

The Mimeo Section has been transferred to HCO Dept 2, Comm Department.

The Mimeo Section is composed of two Units-MIMEO and MIMEO FILES.

It will be found that HCO cannot hat and pack unless it has a Mimeo Section.

The MIMEOGRAPH OFFICER is in charge of all Mimeo activities. Under him and answerable to him is MIMEO FILES IN CHARGE, which must be a separate manned unit.

Full Policy, HCO B and ED files should exist in Mimeo Files. Other mimeo issue types are also filed in Mimeo.

Routing Forms and other forms are run off in Mimeo itself. Spare or replacement issues are also run off by the Mimeo Unit. At one time this was a Mimeo Files action but was found to impede filing.

Where a Continental Liaison Office has two or more orgs in the same city it may at local option take over all Mimeo activities and files of that City. Otherwise orgs are responsible for their own Mimeo Section.

The Org Board of an org when Mimeo Files is delegated to a CLO, is marked "Mimeo Section, Liaison to CLO". In this case also the CLO charges the org for issues and packs, providing only that it does furnish them and that "FP" and other actions do not forbid an org hats and materials. **HOWEVER THIS IS ARRANGED IT DOES NOT RELIEVE THE ORG OF RESPONSIBILITY FOR HAVING COURSE MATERIALS AND HATS TO ISSUE.**

Tape ordering to make up Course Materials goes to Dept 16. But if Publications does not get in tapes to be used on Courses, it is Mimeo Files that is ultimately Responsible as these are also a COMMUNICATION.

**Promotion**

Mimeo does NOT belong in Promotion as it gets USED for Promotion which is NOT a correct use of Mimeo. Only Emergency meetings or offers when no time exists are ever put on Mimeo as it is unsightly.

A print type typewriter such as an IBM Executive (not their typesetting unit) and an office type *photo offset* machine (definitely different than Mimeo) is the traditional magazine and promotion set up, shoddy mimeoed magazines are forbidden, both because of awful appearance and excessive cost. Large magazine issues can sometimes be typeset and printed **BUT THIS IS ONLY DONE WHEN LESS COSTLY THAN ORG COPY PHOTO-LITHOED.** A Magazine may be sent out to be photo-lithoed. It may NEVER be mimeographed.

**Mimeo Files**

The extent of stencils and cabinets needful for a complete Mimeo Files Unit if too much for a small org may be done by Liaison to a Continental Liaison Office.

An org of any size, however, will find that it cannot operate without access to Mimeo Files.

### **Mimeo Use**

The orders of an org are a usual use of a Mimeo activity.

The duplication of EDs, new P/Ls and HCO Bs is another vital use.

### **Two Choices**

An org must have (a) a Mimeo Section of its own or (b) a positive rapid liaison with an efficient and complete Mimeo Section in a larger org or a CLO.

There is no third choice.

The entire form of the org, the work calibre of the staff member, the readiness of full course materials depend utterly on a Mimeo Section. Many orgs, deprived of use of files, have almost vanished.

Even an HCO cannot form unless it has the policies relative to its duties and functions.

Mimeo and Mimeo Files are important.

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L. RON HUBBARD  
Founder

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

(to all HCO staff  
only) HCO  
London for dist.  
to sterling HCOs

HCO POLICY LETTER OF 23 DECEMBER 1958

### **QUALITY OF PRESENTATION**

HCO is hereby given the authority and responsibility to ensure high quality presentation of all tapes, books, mailings, film showings, tape shows, Congresses, etc.

This is the right to demand high quality, not to do it all. HCO must pass on all such showings or printings as to equipment and styling. You always lose money with poor presentation so why try to save money that way.

Motto for all presentations: Get the best. Have it professionally done in accordance with stiff specifications.

Let's put quality in Scientology presentation!

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 APRIL 1965

**URGENT**

**Office of LRH**

Remimeo  
Sthil  
All Orgs  
All Scn Staffs  
Dissem Hats  
HCO Hats  
Design &  
Planning

All Promotion Functions in an Org

All Mailing Activities in an Org

**BOOKLETS, HANDOUTS,  
MAILING PIECES**

(Effective at once Saint Hill

Effective June 1, 1965, other Orgs)

No mailing may be made without a complete sample of the entire mailing being okayed by myself at Saint Hill.

No booklet or brochure may be given or handed out without being okayed for *that specific purpose* by myself.

No Letter Registrar may mail bits or pieces in letters without their being specifically okayed for that purpose by myself.

No insert may be placed in Certificate mailings such as a pamphlet or brochure without my specific okay *for that purpose*.

Previously Letter Registrars and Dir Prom Reg have chosen out bits and pamphlets to mail people at their own discretion. This is cancelled. Any such presentation must first be okayed *for that purpose*.

That a booklet exists or has been printed is *not* an okay for its general use.

Any printed booklet or book must be okay ed before being used for a specific purpose.

This means that booklets and handouts may not be indiscriminately released. One may not place them in with certificates or mailings unless they are okayed to be used for that purpose.

Booklets, etc may not be handed around at Congresses or in PEs unless they have been okayed.

**SUBMISSION FOR OKAY**

The entire packet that is to be mailed or handed out or put in with a certificate must be packaged up the way it will be assembled and passed to me via the Office of LRH Saint Hill.

Mark it-Office of LRH Saint Hill-Issue Authority Section.

Do not send a pamphlet and ask if it is okay to release it. State what it is to be rel ased with or how it is to be released.

All permissions granted are for *a specific use* of the material. That an item has

been given a specific permission for a specified use does not grant permission to use it as anything else. If it is to be used for anything else, a new permission must be asked.

All permissions granted will be issued as SECEDs and expire, like all SECEDS, in one year.

### **MAGAZINES**

Every issue of a magazine must be passed upon in Dummy Form. Two dummies must be submitted. One is kept, the other returned.

A copy of the finished magazine must be sent to the Office of LRH, Issue Authority Section.

### **BOOKS**

Books which may be advertised and sold must first be passed upon by the Issue Authority Section.

This includes all books, those by myself and others.

### **REPRINTING BOOKS**

Any book to be reprinted must have an authority from the Issue Authority Section.

On requesting a reprint authority, sales data on the book during the past year must be included.

Several new books are to be issued and they may replace some old ones.

Some old books are to be rewritten.

"Unauthorized issue" means that the material does not have an authority for that purpose and is a misdeemeanour.

Co-ordination of issue makes it possible to assess values of various materials and bring greater effectiveness of presentation.

**L. RON HUBBARD**

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HCO POLICY LETTER OF 22 JULY 1965  
Issue II

Gen  
Non-Remimeo  
HCO Dissem Sec

**DISSEMINATION MATERIALS TO SAINT HILL**

As per the Policy Letter of 22 April 1965, before its printing or copy, any publication, mailing piece or hand-out of any Central Org, City Office or Franchise Centre, has to be passed by the Office of LRH, Saint Hill-Issue Authority.

A copy of each actual material then printed or otherwise reproduced is then sent to the HCO Dissemination Secretary WW Saint Hill. It is accompanied with a despatch stating what it is being used for and a record or copy of the LRH authorization for that use.

The only Org that publishes books is Saint Hill. Only Saint Hill cares for the reprinting of books or the printing of new books.

At times in the past, other Scientology orgs have printed books. If your org has ever printed a book on Dianetics or Scientology, whether in English or another language, please send 8 copies (or fewer, if 8 copies aren't available) of that book(s) to the Archives Officer WW, HCO Dissemination Division, Saint Hill.

If you know of any books or materials of Dianetics or Scientology which have been translated into any other language, please secure, similarly, copies of these and send them to the Archives Officer WW, Saint Hill.

If you know of or come across any unpublished translations, have a copy or the manuscript sent to the Director of Compilations WW, Saint Hill. Only Saint Hill will publish translations of Scientology books or materials.

Important: Each individual package or article sent to Archives WW must have a slip with it (inserted) stating what it is, how many, and who is sending it. This is written in usual despatch form. This is in addition, of course, to the mailing address.

An unpublished translation sent to Director of Compilations should have the address of the translator included.

L. RON HUBBARD

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37 Fitzroy Street, London W. 1  
(Issued at Washington, DC)

HCO POLICY LETTER OF 27 AUGUST 1958

1 each staff  
member  
Field Offices

The Washington DC central organization fills book and tape cash orders for dollar areas only.  
HASI London fills sterling area orders.

L. RON HUBBARD

LRH:rs.rd

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. 1

HCO POLICY LETTER OF 25 MARCH 1959

**BOOK POLICY**

All areas including New Zealand, South Africa, Melbourne, Los Angeles, Washington and London should send as soon as possible a list of all books, Pabs and Tapes in stock to HCO WW.

From this Master Inventory we can begin to allocate books and reprint those we are lacking.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 29 APRIL 1959

**DEFACING BOOKS AND PROPER ADDRESSES ON  
THEM**

Books shall not be defaced by ugly rubber stamps.

Price alterations in books and modernized Central Organizations' addresses should be changed by overpasting old data or address with a neat printed sticker.

No book should be released with an improper address or price in it or lacking a Central Organization address.

L. RON HUBBARD

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37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 4 JUNE 1959 CenO

UK only

**SALE AND HANDOUT OF CERTAINTY MINORS**

1. People coming in to Reception may take Certainty minors as free handouts.
2. People ordering copies by post in addition to the copy they receive because they are on our mailing list, and people making *quantity* orders (e.g. Field Auditors ordering 50 or 100 for their own use) must pay 1/6d a copy, less any discount they may have as a member.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 NOVEMBER 1959

CenOCon

**RE-ORGANIZATION OF BOOK SUPPLIES**

The purpose of this new scheme is to simplify the present situation regarding supply of books to HCO Book Departments from HCO WW and DCI, to relieve other offices apart from these two of the burden of having to carry stocks of great diversity, and to make it financially possible for other offices to re-print or obtain the following 7 items by centralizing "odd" titles.

All book sales offices should have or obtain the following as their only stock (any titles not listed and still in stock should be sold in the usual way, but will not be re-supplied, either by HCO WW or DCI, to your office).

1. Problems of Work
2. Fundamentals of Thought
3. Summary of Scientology
4. Evolution of a Science
5. Dianetics: The Modern Science of Mental Health
6. Science of Survival.

(HCO WW being notified of any re-printing plans and 6 copies forwarded to them.)

7. Any new book which appears. (These will be produced either by HCO WW or DCI, quantities allocated and shipped to each office, and when this initial supply is exhausted the book will only be available from either of these 2 offices in the manner outlined later in this Policy Letter.)

If any of these titles have to be obtained from either HCO WW or DCI (applies mainly to the expensive titles) by any other office they should be ordered direct in fairly large quantities (to keep shipping costs low) and not through another office. There is little profit to be made in one office buying from HCO WW or DCI at 50% and supplying another office at the same discount. However, it is advised that the main

HCO office on each continent prints all of the above 6 and distributes them amongst the smaller offices for which it is responsible.

All other titles not listed above will be obtainable only from HCO WW (for Sterling Areas) or DCI (Dollar Areas).

They will be obtainable by General Public, Booksellers, etc., in either of the two following ways:

1. By writing direct to HCO WW or DCI enclosing price of item/s plus postage.
2. By paying the local HCO Office the price of the item/s plus postage.

In either case the item/s will be shipped direct to the person requiring.

Procedure for ordering will be as follows:

1. (a) Person writes direct to either office and includes the local *currency equivalent* of the Sterling and Dollar prices and postage rates listed below.
2. (a) Person requiring item/s through any other office pays that office the local equivalent of the prices listed below plus postage. Any discounts must be calculated at this time, *not* later. The person taking the order then advises HCO WW (in Sterling Areas) or DCI (in Dollar Areas). The information that should be sent to these two offices is:

1. Name of person ordering.
2. Address of person ordering.
3. Name/s and quantity of item/s required.

Upon receipt of this, HCO WW or DCI then debits your office with the cost of the item/s less 50% plus postage (in Sterling or Dollars). (Note for HCO WW and DCI: The invoice doing this should be *headed* with the name and address of the office who sent the order, and the name and address of the person requiring put *below* the actual calculations on the invoice. The copy which remains in the Book Section for records should be filed under the name of the office but in alphabetical order). After invoicing, the material is sent direct to the person requiring and not to the office which ordered them. It is up to the office taking the order to ensure that it takes the correct money as HCO WW or DCI will debit them for the amount required less 50% plus postage.

Orders from all Sterling Area offices can only be sent to HCO WW and in Dollar Areas to DCI. In the event of the book being out of stock at one of these two offices, the office unable to supply will debit the office ordering (as above) and advise the other central office of the order. This central office will then send the item/s and debit the office who passed the order. e.g. Melbourne forwards an order to HCO WW for a book. HCO WW has no stock, but DCI has. HCO WW debits Melbourne with cost, less 50%, plus postage, in Sterling and passes the details to DCI. DCI sends the book to the person and debits HCO WW with cost, less 50%, plus postage, in Dollars.

If the order is being passed in this way, the invoice should be marked "Order passed to . . . ." (HCO WW or DCI, whichever the case may be), by the office which passes it over.

The customer only receives one white copy of the invoice and that is the one he receives when he actually pays for the item/s at his local office.

At the end of every week, each office (apart from HCO WW and DCI who have a separate arrangement) will forward a cheque paying for the items ordered, to the office the item/s were ordered from, unless other arrangements are in force. The onus is on each office to see that this cheque is forwarded and any office that is late or neglects these payments will have their orders dealt with *after* all others.

Right now each office should list all their back orders of items listed below and forward these to either HCO WW or DCI (whichever area they are in) *excel)t* "Have You Lived Before?" which is considered a "new" book (see No. 7 at beginning of Policy Letter).

Any back orders for books which are now not obtainable, i.e. "Creative Education", "Sex in the Basic Personality", etc., should not be forwarded. Any payments to you for these should be credited to the account of the orderer and that person notified.

Initially there may be delays on certain items until both DCI and HCO WW have comparable stocks, but once this balance is achieved things will go smoothly.

By the way, air mail rates for books are being worked out and will be announced at a later date.

Advanced Procedure and Axioms	12/6	\$2.50
Dianetics 1955	10/-	\$3.00
Scientology 8-80	51-	\$1.25
Scientology 8-8008	12/6	\$3.50
History of Man	15/-	\$3.00
Creation of Human Ability	17/6	\$5.00
PAB Books, 1, 2, 3, 4 & 5	6/-	\$1.25
ACC Manual	5/-	\$1.25

Child Dianetics	12/6	\$2.75
Creative Learning	10/-	\$3.00
Self Analysis (US edition available only in America)		\$2.50
Self Analysis	12/6	\$3.00
Fortress in the Sky	5/-	S .50
All about Radiation	7/6	\$3.25
Key to Tomorrow (Scientology: Its contribution to Knowledge)	15/-	\$2.50
Clear Procedure-Issue 1	10/-	\$2.00
Control & Mechanics of SCS	5/-	\$1.25
HAS Training Manual	5/-	\$1.25
ACC Clear Procedure	9/-	\$1.25
How to Live Though an Executive (Communications Manual)	12/6	\$2.00
Handbook for Preclears	15/-	\$2.50
Intentions (Poems by Julian Cooper)	6/-	\$2.00
Tone Scale (Black and White)	7/-	\$1.00
Tone Scale (Coloured)	10/6	\$1.00
Chart of Attitudes	5/6	S .50
Chart of Human Evaluation	5/6	\$1.00
Rights of a Field Auditor	5/6	\$1.00
Church Creed	9/-	\$1.25
Photo of L. Ron Hubbard (bust)	2/6	\$1.50
The Great Religions	3/6	S .35
This is Scientology (Science of Certainty)	5/-	\$1.25
Dianetics: The Original Thesis	12/6	\$2.50
London Clearing Congress Records	8 gns.	\$24.00

(Each office should keep a sample of the above for display and promotion.)

Postage rates as follows:

Items up to and including 6/- (1.25) - 6d or 10c.

Items from 6/- up to and including 17/6 (3.50) - 9d or 15c.

Items above 17/6 - 1/- or 20c.

Postage prices for other items (the one above refers mainly to books) are being calculated and will be issued at a later date.

And please note the following discounts etc.,

London Clearing Congress Album-Life Members only 4 gns. \$12.00

*no other discounts.*

International Members - 10% (see Policy Letter October 26, 1959)

- only on books, etc. over 5/- or \$1.25

Life members or Shareholders- 20% on all items. (Records see above).

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Peter Stumbke  
Book Administrator HCO WW for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 18 MARCH 1960

CenOCon

**"HAVE YOU LIVED...." SALES**

Sales of "Have You Lived Before This Life?" of the first edition are limited to members of the Hubbard Association of Scientologists, International.

An expurgated edition at a lower price will be made available to the public if it is ever placed on public sale.

It is called to HASI attention that this is a HASI book.

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L. RON HUBBARD  
President  
HASI

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO Sec  
Info Assoc Secs  
Info HCO  
Communicators

HCO POLICY LETTER OF 28 JULY 1960

**BOOK ADMINISTRATION**

Due to the importance of the role of books in dissemination, the following policies are laid down:

1. The Book Administrator shall be an executive of HCO and HCO Ltd.
  - (a) He or she may not be newly appointed or transferred or dismissed without approval from HCO WW. If appointed the appointment shall be provisional until confirmed.
  - (b) Minimum staff requirement graph and IQ are prerequisite after Jan 1 st 196 1.
  - (c) Graph and IQ shall be forwarded with request for confirmation.
  - (d) Dismissal may occur only after a confirmation is received from HCO WW.
2. The Book Administrator shall follow the administration procedures to be laid down and agreed upon in a future policy level to sharply standardise administration.
3. The Book Administrator may hire his/her own clerk and dismiss his/her clerk with consultation with the HCO Secretary in immediate supervision of the Book Administration.
4. All stocks and quarters relating to books are the full responsibility of the Book Administrator.
5. All book supplies are the responsibility of the Book Administrator.
6. All income report sheets are to be done by or for the Book Administrator, and submitted by each following Monday directly to the highest officer of a Central Organisation via the HCO Secretary.
7. All Advisory Comi-nittee reports on books shall be made out and submitted by the Book Administrator and every such report shall show:
  - (a) The five current best sellers.
  - (b) The number of back orders extant.
8. E-Meters, their supply, financing and sale, shall be the whole responsibility of the Book Administrator.
9. All insignia, badges and such materials shall be the responsibility of the Book Administrator.
10. All tapes shall be the responsibility of the Book Administrator.
11. That books are or are not being sold in an area, are or are not being advertised, are or are not being sold to book stores, shall be the full responsibility of the Book Administrator.
12. In addition to his pay, the Book Administrator shall receive 2% weekly of the cash mail order sales and sales to book stores, and in particular all books sold in PE or to PE Courses. This shall include badges, insignia, meters and tapes.
13. The Book Administrator may communicate directly with the Book Administrator at HCO WW, or with any other Book Administrator, without vias or forwardings, and may use telex and cable when vitally necessary.
  - (a) It is preferred that all communications about books and stocks, prices and sales are made to HCO WW directly by the Book Administrator.

- (b) The Book Administrator should furnish information copies of despatches to the HCO Secretary and Association Secretary if required.

The purposes of this Policy letter and these policies are to increase book dissemination, increase stocks, and to handle books and book matters without disturbing or overcrowding the lines of the Association Secretaries and the HCO Secretaries.

The action being taken herein is first to establish firm terminals in all organisations for book matters, and then to provide easy direct communication lines to HCO WW. The existence of terminals and lines for matters relating to books and related materials should increase dissemination markedly.

Where the book stocks and sales of an organisation are too small to warrant any book personnel, this hat shall be worn by the HCO Secretary. But where book traffic warrants a single person, that person shall be appointed Book Administrator, even though he is also shipping clerk.

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L. RON HUBBARD  
Executive Director

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 JANUARY 1961

HCO Secs  
Info Assoc Secs  
Info HCO  
Communicators

**BOOK ADMINISTRATION**  
(Cancels HCO Policy Letter of July 28, 1960)

HCO Policy Letter of July 28, 1960, "Book Administration", is cancelled.

The Book Administrator in a Central Org or HCO Office is an HCO personnel, and comes under the supervision of the local HCO Secretary or HCO Executive Secretary.

No percentage of sales of books or other supplies will be paid to the Book Administrator.

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

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 6 JULY 1960  
Re-issued from Sthil

CenOCon

**LT MEMBERSHIP PRIVILEGES**

Some confusion may exist with regard to the privileges entailed in a Lifetime Membership. The purpose of this Policy Letter is to clarify the situation after review of this problem in various areas.

It is possible that the details as indicated here will not coincide with the actual position in your area, or it may conflict with existing privileges which have actually been granted hitherto to the Life Members. However, since the advantages and privileges must be the same in any area of the world it will be necessary for all Scientology Orgs, in all areas to conform eventually to the rundown as shown here. Life Members in your area should be informed of any changes which may affect them as soon as possible.

A Lifetime Member gets 20% discount on Processing, Training and Books. He does not get a discount on tapes or E-Meters or any other materials which may be supplied by a Book Department, but on books only. He does not get a discount on ACC fees, as the ACC is a specialized HCO activity. The discount on Training is given on any training taken in an Academy, including the Extension Course.

If a LT Member is also an International Member, he receives a 30% discount on books instead of 20% (so long as he retains both memberships). The 30% discount applies only to books, not Processing or Training.

If an International Member becomes a LT Member, he receives a refund of the unused portion of his International Membership (unless he wishes to retain the Int Membership).

Neither an International Member nor a LT Member receives any discount on Congress entrance fees.

A LT Member gets the HPA/HCA portion of the Extension Course free, but pays the normal fee for the B.ScN/HCS portion of the Extension Course (less discount).

The LT Membership does keep a Certificate in force. A professional Scientologist who is a LT Member does not need to take out an International Membership in order to keep his certificate valid.

The LT Member receives the area magazine (Certainty, Ability, etc) as he is on the mailing list (not because he is a LT Member). He does not receive the PAB magazine. The PAB magazine is sent only to the International Members. Addresso Departments should therefore not include the LT Members in the addressed envelopes or stickers which they send to HCO WW for the PAB mailings.

All discounts are for cash purchases only. This Policy Letter does not countermand the usual rule that book discounts are not allowed on books costing 5/ or less.

HCO POLICY LETTER OF 28 JULY 1960  
Re-issued from Sthil

CenOCon

**INTERNATIONAL MEMBERSHIP PRIVILEGES**

The privileges and discounts entailed in an International Membership at present are as follows:

International Members receive the PAB Magazine monthly, and also the Continental Magazine (Certainty, Ability, etc) monthly.

International Members receive a discount of 20% on all books, charts and scales except those priced at 5/- (\$1.25) or less. There is no discount on testing materials.

International Members receive a 20% discount on tapes, and also 20% discount on E-Meters supplied by HCO WW.

If an International Member also holds a Lifetime Membership, he receives a 30% discount on books, charts and scales instead of 20%. The 30% discount applies only to books, charts and scales, not to tapes and E-Meters.

International Members do not receive any discount on Congresses.

All discounts are given on cash purchases only.

This Policy is not intended to affect the discounts already in force for Lifetime Members and Franchise Holders, which remain unchanged.

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 AUGUST 1960

**BOOK SUPPLIES**

CenOCon

(Cancels previous directives)

In order to facilitate the supply of books, and to ensure that people all over the world can easily obtain them, it is now policy that every Scientology Org should carry stocks of all Scientology books. It should be our aim to ensure that a person can go into any reception office, pay his cash, and walk out with the book of his choice.

At the same time, it is considered advisable that the Orgs should principally display, advertise and push the sales of only the six leading titles, and also any newly published books. Small stocks of other titles may be carried, so that they may be supplied to people who enquire for them. But it is still envisaged that the main sales of books from the Central Orgs should consist of the six leading titles, which are at present:

1. Problems of Work
2. Fundamentals of Thought
3. Summary of Scientology
4. Dianetics: The Evolution of a Science
5. Dianetics: The Modern Science of Mental Health
6. Science of Survival

plus at present, the newly published "Have You Lived Before This Life" (sold only to members, including Associate Members).

The other titles may now be supplied to the Central Orgs by HCO WW Book Dept (Sterling Area) and D.C. I. in Washington (Dollar Area).

If a book is asked for which is out of stock at the Central Org, it is correct to accept the person's money and send the order, with remittance, to HCO WW or D.C.I., as at present; or tell the person to send his order and remittance direct to HCO WW or 1).C.I.

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



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 OCTOBER 1960

Sthil  
Central Orgs  
HCOs

**BOOK DEPARTMENT PROCEDURE**

The purpose of this Policy Letter is to clarify exact procedure to be followed by Book Department of HCO WW at Saint Hill in its dealings with the Book Department of HCO London, and with the other HCOs and Central Orgs.

The Book Department of HCO WW is regarded simply as a book department-its sole purpose being to supply books and other materials to individuals, bookstores and the HCOs throughout the world. It is not directly concerned with the dissemination of Scientology, and it does not deal with any correspondence whatsoever apart from that entailed in the supply of books, etc. It does not answer any queries on Scientology itself or the contents of books.

In order to implement this policy and at the same time to ensure that such queries from interested persons do get answered, the following procedure will be carried out.

1. All orders for books which the HCO office in London cannot fill must be invoiced to HCO London and the money banked in the HCO Acct. Thus, HCO London sends down to HCO WW the orders, and also sends the money for them to HCO WW. This applies equally to books sold for HCO London by the HASI receptionist. In this way, HASI is left out of the book line entirely. The Book Department of HCO WW routinely fills the order, sends the book or books, and debits the amount to HCO London, every time that a yellow copy of an invoice for books is received from HCO London. Since HCO London (and the other HCOs) are now allowed by policy to carry stocks of all books, the necessity for this should arise less often now.
2. All book correspondence received by Book Department of HCO WW is kept and filed at HCO WW. No correspondence of any kind is sent to the Org in London or elsewhere, as it has been in the past.
3. All requests for credit on books, etc, ordered from HCO WW, on account of having credit with any other HCO or HASI, are refused by HCO WW. In such cases the person must first get the credit back from the Org or HCO concerned, or pay HCO WW the correct amount and obtain the credit later from the Org or HCO concerned. The same would apply to people who ask for a credit from any other HCO or Org, on account of having a credit with HCO WW. This will then do away with any need for complicated queries from HCO WW as to the state of a person's credit at London or some other Org or HCO, and vice versa.
4. If letters received by the Book Department of HCO WW do contain queries on Scientology or the content of books, the Book Administrator at HCO WW will send to the Department of Promotion and Registration of the Central Org concerned, a slip, stating that the person had queries on Scientology, and that it is up to the PrR Dept to write to the person and find out what the queries were and follow it up. It is the responsibility of the Book Administrator WW to see that such a slip is sent every time that such a query is found in a letter, and to make sure that the person's name and address are legibly written on the slip. He takes no other action in the matter, except to include a similar slip with the book order and receipt, telling the person that his queries can be answered by the appropriate Central Org, and that he will hear from them in due course.
5. It should be explained to people in all Magazines (Certainty, Ability, etc, and PAB) that all queries on Scientology should be addressed to the Dept of Promotion and Registration of the Central Org in their area, and that enquiries about the supply of books and other materials, but not their contents, may be addressed to the Book Department of HCO WW.

NOTE TO HASI LONDON: Although correspondence will be kept and filed at HCO WW, Book Administrator WW will continue to send copies of all book invoices to HASI London for their information and use in dissemination, as before.

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Issued by: Peter Hemery  
HCO Secretary WW  
for  
MARY SUE HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 OCTOBER 1960

HCOs  
Central Orgs

**PAB MAGAZINE SUPPLIES**

The PAB Magazine is sent monthly to the International Membership list, and is part of the service to which the International Members are entitled.

Single copies of the PAB magazine are available from the Book Department of HCO WW at Saint Hill. The price is 8s. 6d. (\$1.25) per copy plus postage. No arrangements will be made for an annual subscription to the PAB magazine, and the other HCOs and Central Orgs will not normally carry stocks of the PAB magazine in their book depts.

Please disseminate this information to enquirers in your area.

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Issued by: Peter Hemery  
HCO Secretary WW  
for  
MARY SUE HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 AUGUST 1961

CenOCon

**BOOK SALES**

All book sales of whatever nature are handled by HCO and none are handled by any Central Organization.

This Policy Letter, therefore, strictly prohibits the sale of books in Reception by any Central Organization. All Reception book sales shall be done by HCO and HCO only.

This changes the Proportionate Income Breakdown Work Sheet to the degree that all books sold in Reception are now added in with the HCO Area 5%.

If this policy is not in effect in your area, please put it into effect immediately. No Central Organization is exempt from this ruling.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 APRIL 1962

HCO Secs  
Org Secs

**SUPPLIES OF BOOKS FROM HCO WW**

As from now, all bulk deliveries of books and materiel to Central Organizations will be despatched in larger-sized consignments, i.e., cartons of 50 or more books, instead of small parcels of half a dozen or so.

HCO WW has been laboriously making up small parcels of books in order to save on shipping and Customs dues: as Central Orgs receive a 50% discount on Books, etc, it should be possible for them to make a profit even if costs are somewhat higher by the new method.

These larger-sized consignments will be sent by surface-freight, and all handling, Insurance and freight charges will be collected from the consignee by the shippers.

Customs declarations will show just what is being paid for the materiel, and it is hoped that Customs dues will not exceed 21/2%.

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Issued by: HCO Technical Materiel  
Secretary WW  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 JUNE 1962

CenOCon

**AUTOGRAPHED FREE BOOKS**

The system whereby a person could present L50 worth of white invoice/receipts and obtain a free book autographed by L. Ron Hubbard, is discontinued herewith.

The notice announcing this service may be omitted from future printings of invoices.

Requests for books should still be honoured, so long as the invoices presented bear the printed notice.

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HCO POLICY LETTER OF 13 MAY 1963

HCO Secs  
Book  
Administrators

**SUPPLIES OF BOOKS TO SCIENTOLOGY  
ORGANIZATIONS**

As from this date, the following policies will apply concerning the supply of books and other dissemination materials to Scientology Organizations of all types.

Any order sent to Book Dept, HCO WW, must be accompanied by cash in payment for the materials ordered, at Org discounts. In the event that cash does not accompany the order, a Pro-Forma Invoice will be sent to the Org concerned, and the order will only be filled when the cash demanded upon that Pro-Forma Invoice has been received at HCO WW.

Each Central Org should carry a stock of at least 50 (preferably about 200) of each title published by HCO WW, and City Offices should carry at least 20 (preferably 100) of each title.

Immediate efforts are to be made to build up book-stocks to these figures.

Each Org should maintain a cash reserve with which to buy books etc, from HCO WW, particularly so as to be able to immediately stock up with forthcoming new works.

A weekly report is to be made by Book Admin at *EVERY* Scientology Org addressed to HCO Technical Materiel Secretary WW, showing the numbers of each item sold in the previous seven days ending at 2.00 p.m. on Thursdays; this report must also show the total quantity of each work left in stock; in other words, this report will constitute an itemized running record of your total stocks. The weekly report top copy is to be posted to HCO WW on the Friday of each week, i.e. one day only later than the week to which it relates. This weekly book report is to be made by the Book Administrator of *EVERY* Scientology Org, and the Form of report must be mimeoed exactly as on the attached specimen. the Org's location to appear at the head of the Form,

Upon receipt of these weekly book reports, the Book Dept at HCO WW will send out a Pro-Forma Invoice to each Org, offering replacements of the materials sold according to the previous week's report: upon receipt of the cash requested, the materials will be despatched. Postages (or freight charges) and packing materials will be charged.

Books are a very important dissemination medium, therefore it is imperative that every effort be made to sell them and to maintain stocks at every Org in sufficient quantities to meet any demand. Your co-operation is invited in order to operate this system which can so easily and continuously replenish your book-stocks.

A quarterly stock-taking report-from an actual count-must still be furnished to HCO Technical Materiel Secretary WW, the next such report being due on 1st June, 1963, to be posted to HCO WW not later than 4th June, 1963.

Attached is the specimen copy of the weekly book report, which must be mimeoed and provided for Book Administrators' use. N.B.: HEAD THE FORM WITH YOUR ORG'S LOCATION. THIS REPORT MUST BE MIMEOED BLUE ON GOLD, AND SENT SEPARATELY FROM ALL OTHER REPORTS TO HCO WW. THE LOCAL PRICE OF EACH ITEM IS TO BE MIMEOED INTO THE FORM'S PRICE COLUMN.

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Issued by HCO Technical Materiel Sec WW  
for  
L. RON HUBBARD  
Authorized by L. RON HUBBARD

[Note: An updated version of the *Weekly Book Report Form* appears on page 209.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 NOVEMBER 1964

General  
Non-Remimeo  
Books Sthil  
Books DC

**DISCOUNTS**  
**CENTRAL ORGS**  
**BOOKS**

Effective on Receipt

In addition to recent policy letters on pricing and discounts, the following policies are in effect on Central Orgs:

To obtain a 50% discount on anything the purchase must consist of an order of quantity.

50% is a *Distributors'* Discount. By definition, a distributor in the book business is one who provides books to retail sales outlets. While there is nothing wrong with a distributor selling a single book to a customer, the bulk of the books is sold to retail outlets, again in quantity.

There the quantity of books purchasable at a 50% discount must not be less than *100 of the same item*.

If 25 are ordered of one item, a Central Org may have only a Franchise Discount-City Office discount of 33 1/3%.

If less than 25 are ordered of any one Item, no discount is given.

**SPECIAL HANDLING**

Any time a Central Organization order requires special handling from Saint Hill or Washington, D.C. full postage and handling charges are made. Example: An org wants 2 books of a 100 book shipment to be sent airmail. The cost of the books is covered by the payment for 100 copies. However, the extra airmail post and the handling of the two copies is at extra cost, regardless of how the full order is to be handled.

**BOOK STORES**

Discounts by a distributor such as a Central Org are arranged differently than other discounts. These are done by the custom of local book stores in the area.

The regular business discounts ordinarily given by a book store are granted. These are never more than 40% and then only on huge quantities. They are more likely to be a standard 33 1/3% or even as little as 25%.

Policy is to use their standard scale of discounts. To do anything else makes the org seem strange to them and they don't buy.

**BIG BOOK DISTRIBUTORS**

If a Central Org should receive a request from a big book distributor (by which is meant a wholesale bookseller to the trade) the Org should not attempt to handle it themselves but pass it on quickly to Saint Hill or Washington. Such a firm will expect about 49% on lots of 2,000 copies.

The Central Org should handle the big distributor expertly and swiftly in the interests of dissemination in its area. But the order should be referred fast to Saint Hill or Washington as only there would such quantities be available and it would cost the org money to try to fill the actual order.

Policy is, seek such orders, get them filled by Saint Hill or Washington as a direct transaction.

Big book distributors place books in dozens, even hundreds of different retail book stores so it is to your advantage to cultivate this market.

In "selling the trade" (retail book stores) it is far more effective to do it through wholesale people who supply them anyway. To place books one by one in local book stores is not apt to be successful. Landing the interest and order of a big book wholesaler would be *very* successful and would place your books in stores. They have the organization and representatives to do so.

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 19 JULY 1965  
Correction of HCO Policy Letter  
of 21 November 1964

Gen Non  
Remimeo  
Books Sthil  
Books DC

**DISCOUNTS**  
**CENTRAL ORGS**  
**BOOKS**  
*Effective on Receipt*

In addition to recent policy letters on pricing and discounts, the following policies are in effect on Central Orgs:

To obtain a 50% discount on anything the purchase must consist of an order of quantity.

50% is a *Distributors* Discount. By definition, a distributor in the book business is one who provides books to retail sales outlets. While there is nothing wrong with a distributor selling a single book to a customer, the bulk of the books is sold to retail outlets, again in quantity.

There, the quantity of books purchasable at a 50% discount must not be less than *100 of the same item* at any one time. To get a 50% discount on E-Meters, a central org would have to order a minimum of 10 at any one time.

If less than 100 are ordered of one item, a Central Org may have only a Franchise Discount-City Office discount of 40%. If less than 10 Meters are ordered, a Central Org may have only a 40% discount.

**SPECIAL HANDLING**

Any time a Central Organization order requires special handling from Saint Hill or Washington, DC, full postage and handling charges are made. Example: An org wants 2 books of a 100 book shipment to be sent airmail. The cost of the books is covered by the payment for 100 copies. However, the extra airmail post and the handling of the two copies is at extra cost, regardless of how the full order is to be handled.

**BOOK STORES**

Discounts by a distributor such as a Central Org are arranged differently than other discounts. These are done by the custom of local book stores in the area.

The regular business discounts ordinarily given by a book store are granted. These are never more than 40%, and then only on huge quantities. They are more likely to be a standard 33 1/3% or even as little as 25%.

Policy is to use their standard scale of discounts. To do anything else makes the org seem strange to them, and they don't buy.

**BIG BOOK DISTRIBUTORS**

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The Central Org should handle the big distributor expertly and swiftly in the interests of dissemination in its area. But the order should be referred fast to Saint Hill

or Washington, as only there would such quantities be available, and it would cost the org money to try to fill the actual order.

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Big book distributors place books in dozens, even hundreds of different retail book stores so it is to your advantage to cultivate this market.

In "selling the trade" (retail book stores), it is far more effective to do it through wholesale people who supply them anyway. To place books one by one in local book stores is not apt to be successful. Landing the interest and order of a big book wholesaler would be very successful and would place your books in stores. They have the organization and representatives to do so.

Central orgs may only give 20% discounts to International Members and Life Members, 30% discounts to both International and Life Members, 40% discount to Franchise Holders, and 25% to 33 1/3% discount to Bookstores. Saint Hill or Washington DC will handle BIG book distributors. Central Orgs may not give special discounts or use their 50% discount to obtain cheaper E-Meters and books for 64 special" people or friends.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 SEPTEMBER 1965  
(Reissued on 14 September 1967)

Gen  
Non-Remimeo  
HCO Dissem Sec  
AU personnel in  
Dept of Pbls

**KEEPING STOCKS UP**

The Dissem Sec receives the weekly No. 1b report from the Publications Stock Officer. Based on the rate of sale and the amount remaining in stock he orders more books from Saint Hill. This order must be large enough to keep his stocks constantly up. Also, he must order well enough in advance so that book stocks are adequate until the newly ordered books arrive. Saint Hill ships out books within 24 hours, therefore the only comm lag the Dissem Sec needs to estimate is the "en route" lag.

The 1b report is then sent to the HCO Liaison Officer WW for the Continental area concerned accompanied by a report to show what books have been ordered.

The HCO Liaison Officer WW for the Continental area has the prerogative to order books at the org's expense if any org has been negligent enough to not have 10 or more selling books constantly in stock and has reported no steps to replenish such stock.

The Material Secretary WW must order printing of books to meet the world wide demand and keep the stocks up to date. He receives a weekly Publications Stocks Report from the Stock Officer at Saint Hill of all books and stocks and the number sold for that week. Then he estimates selling rate and judges accordingly when and how many to order for reprinting or new printings if the publication is to be revised in any way.

L. RON HUBBARD  
Founder

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 OCTOBER 1965  
(Additions to HCO Policy Letter  
of 19 July 1965)

Gen  
Non-Remimeo  
Books Sthil  
Books DC

**DISCOUNTS**

1. THERE IS NO CREDIT EXTENDED TO ORGS FOR BOOKS, E-METERS OR ANY OTHER SAINT HILL BOOK STORE ITEMS, INCLUDING TAPES.

Only by special authorization *originated by Saint Hill* is credit on book store items ever extended to Orgs (this is very rare). Orgs may not order on credit, ask for, or expect credit from the Saint Hill Book Store.

2. 50% discount on books costing 6/- or \$ 1.25 or less only applies to orders of 200 or more at any one time. This is true for any item 6/- or \$ 1.25 or less.

Otherwise the distributor's discount is retained as given.

3. The 40% discount to Orgs or Franchise does not apply on items 6/- or \$ 1.25 or under. Order lots of 200 or more for the 50% discount.

(The above policies are not new but are reaffirmed by this policy letter.)

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Saint Hill Manor. East Grinstead, Sussex

HCO POLICY LETTER OF 7 NOVEMBER 1965  
Issue II

Sthil only

**AUTOGRAPHED COPIES OF BOOKS BY LRH**

Traditionally I have autographed copies of any new book I have written. These were then made available for sale. This now is made part of policy as follows:

A limited number of copies of any new book by me will be autographed by me as the author. These are sold in the Saint Hill Book Store either by mail or hand-no credit of course. As there are only a limited number of autographed copies available they are sold entirely on a first order or first come first served basis.

The price of each autographed copy is three times (triple) the ordinary list price of the book.

Please note that as this policy was omitted with the Book of Case Remedies, orders or cash will now be accepted at the Saint Hill Book Store for both *77ze Book of Case Remedies* and *ScientologyLA New Slant on Life*.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Gen Non-Remimeo  
Franchise  
Exec Secs' Hats  
Dissem Sec Hat  
Dist Sec Hat  
Dir of Publ Hat  
Dir of Clearing Hat

HCO POLICY LETTER OF 9 MAY 1966

**PUBLICATION COPIES TO WW**

Any Central Org, City Office or Franchise Centre on any publication, mailing piece or hand-out printed or mimeoed by them must airmail a copy to The Executive Director WW, airmail a copy to The Guardian WW, airmail 2 copies to The HCO Exec Sec WW, one copy to Issue Authority WW, and send 6 copies surface to the Librarian, Office of the Guardian WW, at the same time that the mailing is done.

The only publishing offices for Scientology books are Saint Hill (chiefly) and Washington, D.C. (occasionally). However, at times in the past other offices have printed books. If your office has ever printed a book on Dianetics or Scientology, whether in English or another language, please send 8 copies of that book(s) to the LIBRARIAN, Office of The Guardian WW, SAINT HILL.

If you know of any books of Dianetics and Scientology in another language than English, or translated into another language than English, we would greatly appreciate your securing copies of these and sending them to the LIBRARIAN, Office of The Guardian, SAINT HILL.

L. RON HUBBARD

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[See also HCO P/L 2 September 1971, Issue III, PK Archives (*office of the Guardian*) WW, in the 1971 Year Book.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 MAY 1968  
*IMPORTANT*

Remimeo  
Div 2s  
Div 6s

**BOOK PURCHASE FROM WW**

Hereafter, ALL ORGS may purchase books on credit from WW as well as for cash.

All previous discount systems are cancelled.

No order may be for less than 25 of any one book or item.

Cash purchases with cash received at WW obtain a 50% discount.

Credit purchases obtain only a 25% discount.

Any order for less than 25 of one item is for cash with a 10% membership discount.

This arrangement also applies to FRANCHISE HOLDERS.

If any credit book bill rises to above t 1000 without reduction, the Org Exec Sec of the Org is removed.

If book supplies in an org drop below good dissem requirements the HCO ES will be removed.

HCO special book accounts and money handling are cancelled. Books, meters and insignia come under the same system as training and processing.

All special arrangements, Policy Letters, orders, Eds, arbitraries or rumours or despatches on the subject of books and meter orders and payments are cancelled.

All E-Meters and all insignia come under this same policy.

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Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 MAY 1968

Gen  
Non-Remimeo

All Scientology Orgs can buy books and other items from Publications WW on credit with a 25% discount or for cash with a 50% discount.

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L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 MAY 1968  
(Revised 10 September 1968)  
*IMPOR TA NT*

Remimeo  
Div 2s  
Div 6s

**PURCHASING FROM PUBS ORG WW**

Hereafter, ALL ORGS may purchase books and standard stock items on credit from POWW as well as for cash.

All previous discount systems are cancelled.

No order may be for less than 25 of any one book or item except tapes, E-Meters and films.

Cash purchases with cash received at POWW obtain a 50% Discount.

Credit purchases obtain only a 25% discount.

Any order for less than 25 of one item except tapes, E-Meters and films is for cash with a 10% membership discount.

This arrangement also applies to FRANCHISE HOLDERS.

Credit for standard stock items is only extended up to f,1000.

If book supplies in an org drop below good dissem requirements the HCO ES will be removed.

HCO Book Account Pol Ltr restored.

No book, meter, etc monies subject to allocation of percentile and must be kept separate as is foremost dissem line. Books must be subsidized by adding reserve monies to HCO book from time to time.

All special arrangements, Policy Letters, orders, Eds, arbitraries or rumours or despatches on the subject of books and meter orders and payments are cancelled.

All E-Meters and all insignia come under this same policy.

50% disc on E-Meters may be obtained for a bulk order of 10 E-Meters pre-paid. Film and tape prices remain as established by POWW.

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Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 JUNE 1968

Remimeo  
HCO Exec Secs  
Dissem Secs

**WEEKLY BOOK STOCK REPORT REQUIRED**

The current lb Weekly Book Stocks & Sales Report or any updated version must be sent in weekly to WW. The routing is to the Success In Charge of the Pubs Org WW, via the CLO and the International Promotion Officer. This report goes directly to WW. A second copy is sent on channels to the Continental HCO Exec Sec.

Add "Ordered from" between Date Ordered and Comments.

Failure to send in this report weekly to WW will go to the International Ethics Officer as a No Report and be followed by any Ethics action necessary to obtain the report weekly.

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Founder



## WEEKLY BOOK STOCKS AND SALES REPORT

HCO (location of org)

TO: DISSEM SEC	(OR, FOR US ORGS)
AOSH DK PUBLICATIONS DEPARTMENT	ASHO PUBLICATIONS DE
SPO A/S	2723 West Temple Street
Toldbodgade 33	Los Angeles
1253 Copenhagen K, Denmark	California 90026

Report Form No. 1 B for W/E \_\_\_\_\_ at 2.00 pm  
 Reported by \_\_\_\_\_ Date \_\_\_\_\_

TITLE	LIST PRICE	NO. SOLD IN WEEK	NO. IN STOCK	NO. ON ORDER	DATE ORDERED	ORDERED FROM	COMMENTS
(Full list							
of all							
Dianetics and							
Scientology							EXAMPLE OF LAYOUT (USING
bookstore							BOTH SIDES OF SHEET) FOR A
items,							CURRENT REPORT FORM 1B
including							
E-Meters,							
Insignia, etc)							

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 OCTOBER 1969

**PUBLICATIONS DEPTS AND ORGS  
HOW TO STRAIGHTEN OUT**

CenOCon

**AS BOOKS ARE THE FIRST LINE OF PROMOTION IT IS VITAL TO HAVE PUBS DEPTS or ORGS SOLVENT AND RUNNING.**

The formula for straightening out and making solvent any Publications Department or Org follows.

1. Make sure HCO Book Account Monies are used only to buy books and that all books and publications receipts go only into them and nowhere else in all orgs over the world.

In the Pubs Org or Dept or section in an org that sells or handles books:

2. Collect all invoices of books or publications shipped out or Put on consignment or mailed out or ordered. Neatly file all such papers by alphabetical names with invoice copies of money already received from them.

3. Compile statements of monies due and address the envelopes and send the statements out. These must be accurate. What the statement amount was and when sent should be marked in the file. MAIL THEM so you will have some money coming in.

4. Collect all business papers ordering or buying books from printers or distributors into a BUSINESS FILE FIRMS, put in neat file folders with receipts of monies paid out.

Add up what is owed.

5. Verify with these creditors if this is the correct amount owed.

**YOU HAVE NOW TAKEN CARE OF THE TWO MOST VITAL STEPS. THOSE STATEMENTS TO DEBTORS WHO OWE YOU MONEY MUST GO OUT MONTHLY.**

6. Collect together all orders for books and publications ordered by individuals and firm~s or orgs, put them in chronological date and start shipping promptly.

7. Any book or publication you can't supply

- (a) Inform the orderer you are out of it but are getting in a supply and will ship soonest.
- (b) Arrange to get a supply.
- (c) Backlog the unfilled order in a neat file where it is visible and available.
- (d) Ship it when you got it.

8. Work out how you are going to procure and supply E-Meters and get it in action.

9. Work out an order form listing all your books, publications, insignia, meters so printed that a buyer can write "send me" with just an X on it and add up and enclose the amount in a return envelope on which he pays postage-by air if to a distant place.

10. Get out your statements or a magazine to your entire list and in addition to Org news and offerings stress book ads in it.

11. Get your shipping up in speed to 24 hours shipped after order received.

12. Do an inventory book of all books, publications, insignia and meters so you have a total correct stock book. Ship thereafter from this stock book.

13. Make the main org pay for the magazine as a means of advertising training and processing.

14. Every month on schedule get out a magazine, alternating Major to Members with Minor to whole list. This means a fat major one month and a minor the next.

15. Verify that Address has all CF names in it. Get it made so if not.

16. Verify that CF has all persons filed in it that ever bought from the org. Get it made so if not.

17. Other methods of distribution should be looked into or also used BUT NONE OF THEM KNOCK OUT THE ABOVE STEPS. These have worked for years.

18. Give discounts that are real. You must not give discounts greater than those which leave you a good profit on turnover.

19. Keep up your business file, statement file and inventory book.

20. Be businesslike about publications.

21. Arrange sensible and routine procurement of books, Publications, E-Meters and insignia well in advance of need and in real quantities and work out how to pay for them.

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L. RON HUBBARD  
Founder



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 DECEMBER 1969

Issue II

(Cancels HCO P/L 23 May 1968

Revised 10 September 1968, Same Title)

Remimeo  
Div 2s  
Div 6s

**IMPORTANT**  
**PURCHASING FROM PUBS ORG**

Hereafter, ALL ORGS must purchase books and standard stock items from Pubs Org for cash. No credit will be extended.

All previous discount systems are cancelled.

Any order for more than 25 of any one book or item except tapes, E-Meters and films, receives a 50% discount, plus postage or freight costs.

Any order for less than 25 of one item except tapes, E-Meters and films receives a 10% membership discount.

This arrangement also applies to FRANCHISE HOLDERS.

If book supplies in an org drop below good dissem requirements the HCO ES will be removed, if new stocks are not in transit.

HCO Book Account Pol Ltr restored; PES Account Pol Ltr remains in force.

No book, meter, etc monies are subject to allocation of percentile and must be kept separate as is foremost dissem line. Books must be subsidized by adding reserve monies to HCO book from time to time.

All special arrangements, Policy Letters, orders, EDs, arbitraries or rumours or despatches on the subject of books and meter orders and payments are cancelled.

All E-Meters and all insignia come under this same policy.

50% disc on E-Meters may be obtained for a bulk order of 10 E-Meters pre-paid. Film and tape prices remain as established by Pubs Org.

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Founder

[See also HCO P/Ls 20 March 1971, *Book Discounts and Merchandising Policy*, and 5 April 1971, Issue II, of same title, in the 1971 Year Book.]

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 9 MARCH 1959

**TAPES AND RECORDS**

Tapes and records filing, preparation, ordering and editing shall be under Gladys Wichelow.

Tapes and records will be sold, stored and inventoried by the book section when they are for sale as items only.

The Tape and Record Library is not the Tape and Record Sales Dept.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

To all HCO Area  
Secs  
Assoc Secs  
2 copies to all  
Central Orgs  
Wash  
Los Angeles  
Auckland  
Melb  
jobg

HCO POLICY LETTER OF 10 MARCH 1959

**BSCN/HCS COURSE TAPES**

The tapes for BScn and HCS courses are now as follows:

5th London ACC Tapes - 20 hrs.  
2 1 st US Supplementary Tapes - 8-1/2 hrs. 1-1 hr.

These are the best quality and are the total data given in these units.

They are being released only to Central Organizations as follows:

1. London
2. Washington
3. Melbourne
4. Johannesburg
5. Auckland.

They must not be copied or loaned or played by others than Instructors. They are valuable. Further some of the data would hurt field cases if generally released. Therefore, on the understanding that this data will be safeguarded they are being forwarded by air as soon as costs received.

They are one for one speed copies, therefore, copy masters. They were professionally recorded. Only five sets are being made. Therefore the cost even if it includes air freight, is high. It is f,200 (\$562) for a whole set everything included. This is 16.16.0 (\$18.45) per lecture.

To teach a BScn/HCS course these are necessary. We can crack all cases now. Let's not lose the data. On receipt of the copy masters, you are requested to make one copy yourself for actual use in your class and place the copy masters in a vault for further reference.

Your set is being made for shipment now. Please send your cheque to HCO London.

L. RON HUBBARD

LRH:mp.rd

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 8 APRIL 1959

Make info  
available all  
activities

**NEW HPA/HCA TAPES**

I am making a new up to date HPA/HCA tape series while teaching the current HPA/BScn Course in London. very ably assisted by Dick and Jan Halpern.

This course is being done with an eye to maximum stability and continued validity.

It covers all the TRs from 0 to 9, all valid HPA/HCA processes and teaches as well how to obtain releases and theta clears by modern processing. Sixteen basic processes are covered fully. The E-Meter is covered fully and used on this course.

New student texts will match this course.

The main lecture series consists of 25 hrs by covering the elements of Scientology, axioms, scales, TRs (15 mins for each TR from 0 to 9) all recorded by a professional company at 7 1/2 in/sec.

40 tapes 1/2 hour each are also being made by Dick and Jan Halpern in the actual class work.

All these tapes together are class A, for use in Central Organizations only, not to be loaned, copied or sold. The cost is not yet established. The lectures will all be on 3-1/4 inch per second tape copied one for one speed.

It is advised that you advertise this 2 month course at once with the above data. This is the first HPA/HCA course I have personally compiled in 5 years and contains all the important intervening data and very fast clearing.

The tapes will be shipped to you by air freight as soon as they are completed and copied, but not later than May 30.

L. RON HUBBARD

LRH:mp.rd

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. 1

HCO POLICY LETTER OF 14 MAY 1959

Distrib.  
"Central"  
HCO Offices only

**HOW TO ESTABLISH PRICE OF BOOKS AND  
TAPES**

**BOOKS**

Establish fully the printing cost. Multiply by five. This is cost of the book to usual buyers. However, a book price can be further increased so that when one gets a 20% reduction he pays a whole figure. Example: Printing cost X = 20 shillings. This is minimum safe retail price. This can be fixed further so members buy it for 20 shillings after their 20% discount, i.e.  $24s \times 20\% = 20s$ .

**TAPE PRICING**

Add:

1. Cost of tape original
2. Cost of recorder and equipment depreciation (2 yrs per recorder); includes cost of recorders in copying.
3. Cost of time of engineer (gross weekly)
4. Cost of tape for copy master.
5. Cost of tapes for copies.
6. Rental cost of recording room or rooms.
7. Performer cost. (Min. i I 5.0.0./week)
8. Shipping cost of whole package by air + insurance.

Add 100% of above.

L. RON HUBBARD

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 OCTOBER 1959

CenOCon

**TAPE AND RECORD PRODUCTION HAT**

Purpose: To insure excellent quality reproduction of voice in tape and record production. To make sure that all materials released via tape and record follow organization policy.

- No. 1 Receives master quality tape copy or B master from Tape Master library tape to go into production (whether as tape or record).
- No. 2 Listens to quality of tape.
- No. 3 Edits out all snaps, pops, coughs of audience (where possible) and LRH coughs (where possible). Cuts out any phrases which might in some way down grade Scientology, Scientologists, or Central Organizations.
- No. 4 Edits lectures to 24'30" for records. (So that overprint does not show up.)
- No. 5 Make production master if for tape distribution, and send edited copy master to master tape file for filing.
- No. 6 Receives orders from DCI shipping for tapes and sends out production master for copying or does it on org equipment-whichever is being done at the time. Makes labels for tapes when finished and sends to shipping to ship.
- No. 7 For records-sends the edited lecture to (organization outside handling same). Receives back an acetate test pressing. If not OK correct what is wrong either in master tape or if the outside Org is goofing tell them what to correct. When you receive an acetate test pressing which is OK send back for test pressing of actual record. If OK with LRH then send in order for record and quantity. Also send in mockup of label to go on record.
- No. 8 When final test pressing OK'd send to printing name of lecture, copyright date, lecturer, event, to have labels for record jackets made. Make sure there are enough record jackets in stock to cover quantity. If not then order from printing (using usual P.O. routing).
- No. 9 When final records are received they are to be packaged by Book Admin and shipped by shipping. Delivery receipt and P.O. sent to accounting. Master tape copy sent back to master tape library for future use.
- No. 10 When finished making copies of tapes send production master back to master tape library for filing and future use.
- No. 11 When a tape and/or record is released make sure that the text is copyrighted with the exact wording as on tape or record. Not necessary to send a copy of the tape or record to copyright office, only one original typed copy.

L. RON HUBBARD

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 OCTOBER 1959

**RECORDING OF TAPED LECTURES AT I ST  
MELBOURNE  
ACC AND PRE-ACC CONGRESS**

CenOCon

This policy applies to any area in which Ron personally conducts an ACC and/or Congress and delivers lectures for tape recording.

The tapes must be of professional quality and not home recorded.

Please refer also to Tape and Record Production Hat, HCO Policy Letter of 5th October, 1959.

1. Make 2 masters and I copy of all taped lectures for both ACC and Congress.
2. HCO Melbourne may keep I master and I copy only for each tappd lecture for both ACC and Congress.
3. One master tape for every lecture recorded on the Ist Melbourne ACC and Pre-ACC Congress must be airmailed to HCO WW, East Grinstead, Sussex, immediately after production is completed.
4. HCO Melbourne may not release copies of ACC tapes to HASI, Melbourne, or anyone else, until OK'd for release by L. Ron Hubbard.
5. No master tape may be used by any personnel or department at any time. Always use copies.
6. HCO Melbourne, will be charged by HCO WW for the cost of masters and copies of tapes kept by HCO, Melbourne.
7. HCO Melbourne, may sell copies only of Congress lecture tapes to HASI, Melbourne, and the Australian field only.
8. 10% of income from all tape sales is, as always, forwarded to HCO WW.
9. HCO WW will pay the entire production costs of recording the Ist Melbourne ACC and Pre-ACC Congress tape lectures. Forward these accounts to HCO WW, East Grinstead, Sussex. The prices of these tapes will be advised as soon as calculated.

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HCO Research Project Supervisor WW  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 8 APRIL 1960  
Reissued from Sthil

CenOCon

**TAPES OF WASHINGTON CONGRESS**

Franchised Auditors may now buy the tapes of the "State of Man" Congress held in Washington DC in January 1960. The tapes are available direct from HCO WW.

Detail and prices as under:-

3-2,400 ft. long play tapes with six hours of lectures from

"The State of Man" Congress of 1960:

Price f,30. 0. Od (\$84.00) per set.

Only complete sets are sold.

The titles of the lectures are:

1. Create and Confront
2. Responsibility
3. Overts and Witholds
4. Why people don't like you
5. Marriage
6. Your case.

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Peter Hemery  
HCO Secretary WW  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 JULY 1960

CenOCon

**CONGRESS TAPES**

The general policy on releasing Congress tapes is as follows:

Congress tapes are available exclusively to Central Orgs for 6 weeks from the date of the Congress.

At the end of this period, Congress tapes will then be available for sale to Franchise Holders on a world wide basis.

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

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 JANUARY 1961

Central Orgs Tape  
Departments

**TAPE LEADER COLOUR CODES**

**In** order to standardize the usage of tapes all over the world, the following colour code for leader tapes is recommended. The code is based on information received as to what colours of leader tape are available in various areas.

For Masters or Production Masters:

On "A" side of tape - White or Gold

On "B" side of tape - Red

For Copies:

On "A" side of tape - Green or Blue On "B" side of tape - Red.

Please put into effect as soon as possible. If there is any difficulty in putting it into effect, inform HCO Secretary WW at Saint Hill.

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Peter Hemery  
HCO Secretary WW  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 JANUARY 1961

HCOs Central  
Orgs

**TAPE COPYING CHANGED**

The world centre for tape copying is changed herewith to Washington D.C., in the charge of the HCO Dissemination Secretary U.S.

Reason: The electronics equipment in the U.S. is superior and the main library for tapes is in D.C. U.K. copies have been too poor and tape is too costly.

Order all tapes from the U.S. Address all comm about tapes to HCO Dissemination Secretary U.S.

Note: You are about to get all Congresses copies I for I on Hi Fi for public tape plays in Central Orgs as part of PE activity.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 JUNE 1962

Central Orgs  
Franchise  
Field  
BPI

**CLASS II TRAINING  
ONLY BY ACADEMIES AND SAINT HILL**

Because of the upgrading of Class 11 Training and skills, and the length of time and staff needed to teach such a course, all rights to teach Class 11 Courses are hereby rescinded except for Academies and the Saint Hill Briefing Course.

No Saint Hill Briefing Course tape lectures are available outside Central Orgs, and Saint Hill.

Saint Hill graduates may, however, listen to these tapes at a Central Org, for their own information, by arrangement with the HCO of their area.

L. RON HUBBARD

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 AUGUST 1962

CenOCon

**HCO ELECTRONIC CONSULTANT HAT**

This hat write-up is in use in DC, and can be used as a model hat by other Orgs.

**HCO ELECTRONIC CONSULTANT HAT**

Dept Head: HCO Continental Sec

Purpose: To advise and render actual electronic engineering services to HCO and the Executive Director in matters pertaining to:

Electrical and Electronic Communications;

Tape Recording and Record Production;

Electrical and Electronic Special Devices related to Technical Activities;

E-Meters;

And any other similar services requested by the Executive Director.

This is not a full time post. It is presently filled in DC on a part-time basis.

Each HCO Continental Office should fill this post -require in ents: Technical Training as Auditor at least HCA level -Electronic Engineering background-Sec Check-person must also be approved by the Executive Director.

The HCO Electronic Consultant shall also arrange for the recording facilities when the Executive Director is lecturing in the area, with approval of HCO Continental Sec.

It is the further responsibility of this hat, pertaining to E-Meters, to receive, read and pass on to HCO Cont reports from area HCOs (such as HCO NY and HCO LA) concerning E-Meter servicing-making recommendations to HCO WW therefrom.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 NOVEMBER AD 12

Sthil  
D.C.I.  
Washington D.C.

**TAPES, STUDENT PURCHASE OF**

It has always been possible on special arrangement for students to buy tapes of lectures which have been part of their course or Congress Attendees to buy copies of Congress Lecture Tapes (providing they do not hold a Congress with them until well after the Org near them has had its Congress).

At Student request, the tape of November 1, AD 12, Lectures I & 2, as they may serve a special purpose, are designated as BPI.

Lecture One: *The Missed Missed Withold*

Lecture Two: *The Road to Truth*

They can be ordered through HCO WW or HCO DC at regular tape prices less any valid membership discount.

They must be ordered together as the cost would be the same for one lecture.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 JUNE 1963

CenOCon

**TAPE RELEASE**

In view of its great value to all, the Tape of the lecture of May 16, 1963, entitled "The Time Track", is hereby released for general use and sale.

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[Note: These tapes are available from Publications Department, Advanced Organization Saint Hill Denmark, Jernbanegade 6, 1608 Copenhagen V, Denmark.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 FEBRUARY 1964

**S.L.R. LTD**  
**TAPE COPYING**

Sthil

In copying tapes, use the following procedure:

1. Master. Use only for making copy master and transcriptionist tapes.
2. Copy Master. Use only it for copying.
3. Transcription Master. For use of typists doing transcription and when transcribed may be re-used.

L. RON HUBBARD

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 JUNE 1964

**CENTRAL ORGANIZATION & CITY OFFICE**  
**TAPE SERVICE**

CenOCon

Those organizations which have complied with HCO Pol Ltr of April 21, 1964, which required 5% of the Disbursement fund applied to old tape bills, and are paying cash for current tapes, will continue to receive their tape lectures.

Those organizations and offices which have not complied may not receive further tapes until satisfactory arrangements have been made with Saint Hill's Scientology Library and Research.

Only those lectures which apply directly to general auditing and can be used by an organization will be sent as at this time Level VI materials are of no direct use to an organization. This reduces the cost of tapes by reducing the number sent.

No Central Organization or Continental Headquarters may now recopy tapes and send them to smaller offices. All offices must procure their tapes directly from Saint Hill. The reason for this is tape quality. Only Saint Hill -uses one for one speed Ampex professional copying.

Current basic tapes are of great interest to HGCs and Academies, particularly since up to Grade III Saint Hill materials are now being written up in full with bulletins and check sheets for Grades I, II and III for Central organization use. Current basic tapes of the type that is being shipped are part of this programme.

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Saint Hill Manor, East Grinstead, Sussex

General  
Non-Remimeo  
Sthil Dept Heads  
& Execs  
The Auditor

HCO POLICY LETTER OF 17 DECEMBER 1964

**TAPE PRICES**

(Effective on Feb 1, 1965 and until Jan 1, 1966)

All tapes from Saint Hill will be charged at the rate of 4 1/2 guineas per lecture and 9 guineas per reel of two lectures. This is L4.14.6. sterling, per lecture, E9. 9. 0 sterling, per reel. Or S 14-17 U.S. per lecture and \$28.33 U.S. per reel.

The price is for all lectures.

Two lectures, as named on both sides, must be bought at one time. Any substitute for the second lecture has a surcharge of 5 guineas.

**POSTAGE**

This includes Airmail Post Free.

**DISCOUNTS**

Discounts are Central Organizations and City Offices 40%, Franchise Holders 30%, International Life Members 20%, International Members 10%, Life Members with membership dated before Nov 15, 1964 20%, Life Members only after Nov 15, 1964 10%.

**QUALITY**

These tapes are copied on Ampex professional recorders on Ampex mylar recording tape, 7 inch reels, individually boxed. Lectures since 1962 are from Ampex masters recorded with a Neuman (valve) Microphone. Speed is 3 1/4 inches per second.

**SPEED OF DELIVERY**

Orders are for the most part filled the same day as received.

**REQUIREMENTS**

Certain tapes are required to teach courses, without which no certificate may be given.

**POLICIES**

All earlier tape policies released, except as modified as above, are in full force.

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General  
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Sthil Dept Heads  
and Execs The  
Auditor

HCO POLICY LETTER OF 31 DECEMBER 1964

**TAPE AVAILABILITY**

All tape recordings are ordered direct from HCO WW where tape production is located.

Any tape lecture made prior to January 1, 1964, with very few exceptions, may be purchased by Franchise and Field Auditors. (The exceptions will be tapes being currently used in an organization for training.)

Organizations can purchase tapes for their own use made and released *since* January 1, 1964. Some of these tapes are also released for general sale and will be advertised from time to time.

HCO Admin Ltr of April 23, 1964, is cancelled. If, however, any Org is already operating such a library, let us know and we will try to overcome any difficulties.

All tapes must be paid for in advance. No copies may be made of tapes except at Saint Hill.

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Gen  
Non-Remimeo  
HCO Dissem Sec  
Dist Sec Mimeo  
Registrars  
Tech Pers  
Qual Pers

HCO POLICY LETTER OF 13 MAY 1965

**SALE OF BULLETINS & TAPES FORBIDDEN**

The sale of HCOBs and HCO Pol Ltrs and Tapes is FORBIDDEN to all orgs.

No org may sell any Field Auditor or Franchise Auditor or the public any Bulletin or Policy Ltr or tape.

No org may lend or permit to be copied any HCOB, Pol Ltr or tape.

No org may permit notes of tapes to be mimeographed, published or sold.

The only materials which may be released or sold are those authorised by the Office of LRH at Saint Hill through the HCO Dissemination Secretary Saint Hill and only by specific written orders from the Office of LRH Saint Hill.

All materials issued are for use only by orgs in the conduct of their business and basic activities of training and processing.

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[See also HCO P/L 10 February 1971, Issue II, *Sale of Org Materials*, in the 1971 Year Book.]

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Saint Hill Manor, East Grinstead, Sussex

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Remimeo Action  
St Hill only.  
Hats  
All Execs Office 21  
All Execs Div 7  
LRH Personal Sec  
LRH Photo  
All Execs Dissem  
Div  
All Tape Personnel

HCO POLICY LETTER OF 7 DECEMBER 1965  
*Exec Division Dept 21*  
*HCO Dissem Div*

**TAPE COLOUR FLASH CODE**

*Reels* are marked, as well as boxes.

UNMARKED REELS: New Reels or spools, unused should be checked and Colour flashed if found to be recorded on, check with LRH personally before erasure of *any* unmarked tape found anywhere.

YELLOW TABBED LABEL or yellow-HCO Dissem Master. These are *never* erased, may *not* be played or loaned or used. They are for Archives only. "Production" is written on the yellow tab label of a production master.

GREEN TABBED LABEL or green tape-Commercial copy, for sale to orgs or field or student use in Tech and Qual Divisions.

RED TABBED LABEL or Red marked-LRH master for music, cine, original tapes of books and tapes LRH wants kept. These belong in the Office of LRH. They are never erased. The designating word "Cine" or "Book" etc is added to the label with other descriptive matter, LRH uses also some coloured reels. A Coloured reel (plastic is coloured) is always property of LRH.

BLUE TABBED LABEL or Blue marked-Dictative tapes, may be erased when transcribed and checked against copy.

Usually letters, orders or notes. THIS IS USED THROUGHOUT THE ORG.

Never mark a reel or box blue unless the tape has been checked by playing it to see what it really is. Don't ever erase unless you are *sure* it has been transcribed. Stenos, always add a note on the box as to the date of transcribing.

Don't let tapes float about without boxes. Any tape so adrift should be checked, marked and boxed and left in a box.

Forward all dictative tapes in the right box and *in a box*.

Be careful in using tape to restore to the *right reel*. You can wind one through to an unmarked or wrongly marked reel.

*Never* use a marked reel for the take up reel. If your empty is marked, find the original and restore it. Blank (empty) spools are always unmarked.

Tape labels can have a Div and Dept or Section number or name on them. This is done using the colour code above.

Coloured plastic reels may not be used by anyone but LRH. All others use clear plastic.

Labels for reels are easy to get. Use~ them.

L. RON HUBBARD

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 OCTOBER 1966

HCO Dissem Sec  
Dir of Pubs  
Tape Section Hats  
Publs Stock Hats  
Dir Disb  
Purchasing  
Officer  
Supply Officer

**BLANK TAPE REELS**

Reels of blank tape newly purchased when received by the organization and checked as to the correctness of the order are all to be routed directly to the Publications Stock Officer in the Department of Publications for entry into Stock records.

The Tape Section requiring blank reels of tape for making Masters, Production Masters, and copies for use on Courses or for public sale must obtain blank reels upon the presentation to the Publications Stock Officer of the invoices ordering such or the No Charge Purchase Orders okaying such.

Reels of tape required for recording live lectures by L. Ron Hubbard are to be made immediately available when Such lectures are given.

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The Guardian WW  
Mary Sue Hubbard  
L. RON HUBBARD  
Founder

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 APRIL 1970

Issue III

Remimeo  
HCO ES  
Org ES  
Public ES  
Pubs Org  
Franchise  
FSMs

(Cancels HCO P/L 31 Dec 1964  
"Tape Availability".  
Amends HCO P/L 13 May 1965  
"Sale of Bulletins and Tapes Forbidden".)

**TAPES**

LRH tapes are a highly valuable dissemination medium. Franchise Centers, Groups, FSMs and individuals should be strongly encouraged to buy and play tapes regularly. Many groups have been started on the basis of a weekly tape play, and members of such groups have gone on to have training and processing.

**ORGS TO SELL TAPES**

ANY OFFICIAL SCIENTOLOGY ORGANIZATION MAY NOW SELL TAPES. Such tapes must be obtained by the org from the Scientology Publications Organization.

**TAPE COPYING**

Policy regarding the copying of tapes remains.

NO ORG, FRANCHISE, GROUP OR INDIVIDUAL EXCEPT THE SCIENTOLOGY PUBLICATIONS ORGANIZATION MAY COPY ANY DIANETICS OR SCIENTOLOGY TAPE.

This is because inferior quality tape reproductions are extremely detrimental to dissemination and to Scientology.

**ORG TAPE PLAYS**

All orgs are to themselves conduct a weekly tape play, for which a small fee is charged, using good quality high fidelity equipment, and ensuring by effective promotion that it is well attended.

USE TAPES. SELL TAPES.

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CS-2  
for  
L. RON HUBBARD  
Founder



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Dir Mat of  
All Cen Orgs  
HCO Secs  
Fowler & Allen

HCO POLICY LETTER OF 30 JANUARY 1961

**BRITISH E-METER BREAKAGE**

It has been found by our electronics repair man in Johannesburg that the transistors in the British Model E-Meter are cracking or disconnecting on some cases during shipment after being checked out okay at St Hill.

If British Meters fail in your area on arrival this should be looked into at once.

Please report to me the costs you have laid out in repairing transistors on these meters.

L. RON HUBBARD

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 OCTOBER 1961

CenOCon

**E-METERS TO BE APPROVED**

HCO Policy Letter of October 9, 1961, Academy Training, states that students in the Academy should only be allowed to use E-Meters which have been approved by HCO.

This policy should be extended to include also E-Meters which are used in the Organization throughout, including the HGC. In order to safeguard the interests of Scientology, it is essential that this policy should be strictly enforced by the HCO.

No E-Meter should be approved by the HCO unless it is known to be a type which has been designed and manufactured by L. Ron Hubbard, or by individuals or groups who have been directly and specifically authorized by L. Ron Hubbard to manufacture E-Meters of approved design under licence.

All formerly made E-Meters which have not been approved by L. Ron Hubbard are automatically disallowed by this Policy Letter. No Central Organization should manufacture E-Meters locally unless by direct arrangement with L. Ron Hubbard personally, who will first require to examine an actual prototype of the proposed meter to ensure good quality and excellent performance.

No authority to manufacture E-Meters or approval of meters may be issued by any office except HCO WW.

L. RON HUBBARD

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 19 DECEMBER 1961

CenOCon

**E-METER SUPPLIES**

Effective immediately, the following policies apply to the supply and sale of the British Mark IV E-Meter.

Central Orgs may order supplies of the Mark IV from the Book Department of HCO WW. The price to Central Orgs is L24.0.0. per meter. **THE FULL AMOUNT MUST BE SENT IN ADVANCE. METERS CANNOT BE SUPPLIED TO THE ORGS ON CREDIT.** This is understandable in view of the large amounts involved.

Effective at once, the retail price of the Mark IV meter is \$12 5, or E44. 10.0. International Members receive 20% discount on cash purchases. The cash price to International Members is, therefore, \$100, or E35.12.0.

HCO WW sells E-Meters for cash only. The Central Orgs may sell meters for cash, or at their discretion may arrange H.P. sales to buyers who are resident in their areas. The suggested retail price for H.P. sales is S 145, or E52 approximately.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 FEBRUARY 1962

**SUPPLY AND SERVICING OF THE MARK IV  
E-METER**

CenOCon

We will not permit any E-Meter to be built except the Mark IV and that in England only.

Each Central Organisation may make use of a sound local electronics-man to repair and service meters. Any such local repair-man can be supplied with the necessary repair-parts upon his application to the Technical Materiel Secretary at HCO WW.

No Circuits for the Mark IV are available: they are usually not needed in repair work. If, however, any repair becomes necessary for which the Circuit seems to be required, the meter must be sent to HCO WW.

Meters may, of course, be returned to HCO WW for repair at any time, as they are far too important in their action to be carelessly repaired, OR manufactured.

Issued by: HCO Technical Materiel  
Secretary WW  
for  
L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 APRIL 1962

HCO Secs  
Org Secs

**E-METERS**

As from this date, the following policies apply to the distribution of E-Meters.

**PRICES AND POST AND PACKING CHARGES TO INDIVIDUALS**

*(TO BE WIDELY AD VER TISED)*

The price of a British Mark IV E-Meter to an individual is E44. 10.0 STERLING (125 Dollars), less 20% if the purchaser is a Franchise holder or an International member of HASI; such discount reduces the price to L35.12.0 STERLING (100 Dollars). Postage and Packing will be payable at these rates, when posted from Saint Hill to addresses in the following areas:

In Great Britain	f, 1. 0. 0
In U.S.A.	5 Dollars surface, 15 Dollars Airmail
In Australia and N. Zealand	f,2. 0. 0 surface, Z9. 0. 0 Airmail (Sterling)
In South Africa	E1.10. 0 surface, E5. 0. 0 Airmail (Sterling)

**PRICES TO CENTRAL ORGANIZATIONS AND CITY OFFICES**

The price of the Mark IV E-Meter to the Central Organizations or City Offices will be f,28.10.0 Sterling (80 Dollars), subject to the following conditions: that a Central Org orders 10 E-Meters or more at one time; that a City Office orders 4 or more E-Meters at one time; that cash is received with the order; that E-Meters ordered by the Orgs or City Offices AT ORG PRICE will be shipped to the Organization or City Office concerned AND NOT TO INDIVIDUALS; such orders will ordinarily be shipped by Airfreight-"Carriage forward on buyer"-at the lowest rates obtainable. (Such Airfreight charges will probably amount to about one third of the Post and Packing charges quoted for individual orders above.)

Central Organizations and City Offices may order E-Meters for individuals, to be shipped to the individual at his or her address, but no Org discount will then apply, and the order must be accompanied by the FULL purchase price, plus Postage and Packing, less the individual's discount where appropriate.

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HCO Technical Materiel Secretary WW  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 APRIL 1962

HCO Secs  
Org Secs

**SUPPLY OF E-METERS TO CENTRAL ORGS**  
(To clarify HCO Policy Letter of 10 April 1962 on E-Meters)

Please note that, in order to qualify for Org discount, Central Organizations must order a minimum of 10 E-Meters, and City Offices must order at least 4 E-Meters at one time; i.e., orders for smaller numbers than those specified will be charged at full rates, less individual discounts, where claimed.

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Issued by: HCO Technical Materiel Secretary  
WW  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO Secs Org Secs  
Training & Tech  
Depts MA: to be  
printed in all Scn  
Magazines

HCO POLICY LETTER OF 12 JULY 1962

**THE BRITISH MARK IV E-METER**

As per earlier directives, it is mandatory that all Professional-course Students of Scientology must own a British Mark IV E-Meter.

Production of the British Mark IV E-Meter has now largely caught up with demand, and individual orders for these E-Meters received by HCO Technical Materiel Secretary WW, at Saint Hill Manor, East Grinstead, Sussex, England, will henceforth be despatched immediately upon receipt of cash with order.

The price of the British Mark IV E-Meter is L44.10s.0d. Sterling (125 dollars), less 20% if the purchaser is a Franchise holder or an International member of HASI; such discount reduces the price to f,35.12s.0d. Sterling (100 dollars). Postage and Packing will be payable at these rates when despatched to addresses in the following areas:-

In Great Britain	1l.0s.0d.
In USA	5 dollars Surface, 15 dollars Airmail.
In Australia & NZ	E2.0s.0d. Surface, f,9.0s.0d. Airmail (Sterling)
In South Africa	11. 10s.0d. Surface, E5.0s.0d. Airmail (Sterling)

N.B. The British Mark IV E-Meter is the ONLY E-Meter which may be used in HGCs or in Academies of Scientology, and its use is imperative by any Auditor who wishes to audit really effectively.

Issued by: HCO Technical Materiel Sec  
WW  
for  
L. RON HUBBARD

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HCO POLICY LETTER OF 25 JULY 1962

HCO Secs  
ORG Secs  
ORG SHIPPING  
Depts

**SUPPLIES OF E-METERS VIA AND FOR CENTRAL  
ORGS**

It is intended, as soon as possible after this date, to establish a 'Stock-pool' of E-Meters at each Continental HCO, and such other HCOs as may be necessary. HCO London will be an exception to this.

The E-Meters for the Stock-pool will be sealed individually inside their cartons with steel bands, will be clearly marked "PROPERTY OF HCO WW, TO BE HELD PENDING INSTRUCTIONS", and must remain unopened until orders for disposal are received from HCO Technical Materiel Secretary WW. The E-Meter's Number will also be marked on the carton.

The purpose of this policy is to ensure that an abundant supply of E-Meters will be available both to individual buyers and to the Central Organisations on any continent.

In the case of individual buyers, the procedure will be: As soon as cash is received at HCO WW from an individual in payment for an E-Meter, that person will receive, by return Post (Airmail) a Receipt for his or her money plus a yellow copy of an HCO WW Shipping Invoice bearing the Number of a particular E-Meter; simultaneously, an order, signed by HCO Technical Materiel Secretary WW, will go to the appropriate Central Org's Shipping Dept, via the local HCO See, to send an E-Meter-designated by Number-to the person concerned; the form of carriage (Surface or Airmail) will also be specified. (The pink copy of the HCO WW Shipping Invoice will be sent to the local HCO See for each E-Meter at the time of any bulk shipment of E-Meters from HCO WW; the white copy of the HCO WW Shipping Invoice pertaining to any E-Meter will be enclosed within the packing-box of that E-Meter.) It will be the responsibility of the local HCO Secretary to ensure that no Stock-pool E-Meter is used, sold, despatched, or even unpacked except upon express instructions from HCO Technical Materiel Secretary WW. Upon receipt of such instructions, the Shipping Dept concerned will ship the designated E-Meter to the buyer after inserting a white Shipping Invoice into the carton WITHOUT TAKING OFF THE METAL BANDS; the pink copy of the same Shipping Invoice must then be sent to HCO WW, first noting ON THAT COPY (NOT THE WHITE ONE), THE AMOUNT OF THE POSTAGE.

As each shipment of E-Meters is received from HCO WW, the Central Org will pay any Customs Dues, Wharfage Charges, etc, and will then Bill HCO WW for reimbursement of such sums; also, when an E-Meter has been re-shipped out from a Central Org, the Central Org will then Bill HCO WW for reimbursement of Postage plus a Handling Charge amounting to 25% of Surface Mail charge; NB, this handling charge is to be calculated on the Surface Mail charge even if the package has been sent by Airmail on instructions from HCO Technical Materiel Secretary WW.

In the case of Central Orgsown supplies of E-Meters, the procedure will be:- Cash for a minimum of 10 E-Meters must be sent to HCO WW whereupon an authorisation will be sent by HCO Tech Mat See WW stating exactly which E-Meters-by Numbers-may be taken from the Stock-pool. The conditions of sale of E-Meters at Org Prices, i.e., for City Offices as well as Central Orgs will continue as per HCO Policy Letter of April 10, 1962; HCO Washington DC will hold the Stock-pool of E-Meters for USA; HCO Melbourne will hold the Stock-pool of E-Meters for Australia, and HCO Johannesburg will hold the Stock-pool for Africa.

Where E-Meters are sold to Central Orgs or City Offices at the Special Org Price, the charges for Customs and Airfreight will be borne by the Central Org or City Office concerned, and will be separately Invoiced by HCO WW.

IF ONE OF THESE HCO WW *HOLD* METERS IS USED BY THE ORG HOLDING IT, HCO WW WILL BILL THE ORG FOR THE *FULL* RETAIL SALES PRICE OF THE METER.

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Issued by: HCO Technical Materiel See WW  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 NOVEMBER 1962

HCO Secs  
Org Secs

**PRICES OF THE BRITISH MARK V E-METER**

As from this date, the following policies apply to the distribution of the British Mark V E-Meter.  
**PRICES AND POST AND PACKING CHARGES TO INDIVIDUALS**  
*(TO BE WIDELY ADVERTISED)*

The price of the British Mark V E-Meter to an individual buyer is E50. 0. 0 STERLING (140 DOLLARS), less 20% if the purchaser is an International member of HASI, or a Franchise holder; such discount reduces the price to f,40. 0. 0 STERLING (112 DOLLARS). Postage and Packing will be payable at these rates, when posted from Saint Hill to addresses in the following areas:

IN GREAT BRITAIN	ti. 0. 0
IN U.S.A.	5 DOLLARS surface, 15 DOLLARS Airmail
IN AUSTRALIA & N. ZEALAND	f,2. 0. 0 surface, f,9. 0. 0 Airmail (STERLING)
IN SOUTH AFRICA	11. 10. 0 surface, E5. 0. 0 Airmail (STERLING)

**PRICES TO CENTRAL ORGANIZATIONS AND CITY OFFICES**

The price of the Mark V E-Meter to the Central Organizations or City Offices will be E32. 0. 0 STERLING (90 DOLLARS), subject to the following conditions: that a Central Org orders 10 E-Meters or more at one time; that a City Office orders 4 or more E-Meters at one time; that cash is received with the order; that E-Meters ordered by the Orgs or City Offices AT ORG PRICE will be shipped to the Organization or City Office concerned AND NOT TO INDIVIDUALS; such orders will ordinarily be shipped by Airfreight- "Carriage forward on buyer"-at the lowest rates obtainable. (Such Airfreight charges will probably amount to about one third of the Post & Packing charges quoted above for individual orders.)

Central Organizations and City Offices may order Mark V E-Meters for individuals to be shipped to the individual at his or her address, but no Org discount will then apply, and the order must be accompanied by the FULL purchase price, plus Postage and Packing, less the individual's discount where appropriate.

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HCO Technical Materiel Secretary WW  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 NOVEMBER 1965

Remimeo

**MARK V AND LISTING E-METERS**

The current Meters that are to be used by Professional Auditors and Trainees are the Mark V and Listing E-Meter, which has the same circuit and make up.

These Meters can be ordered from St Hill in bulk at a 50% discount by organizations.

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HCO POLICY LETTER OF 9 JULY 1969

General  
Non-Remimeo

**CONFESSIONAL AIDS**

Confessional aids (E-Meters) are sold only to Ministers or to those who are pursuing studies leading to ordination as Ministers in the Church of Scientology.

The Confessional Aid assists the Minister in locating and relieving the spiritual travail of individual parishioners in the Scientology Confessional. The Confessional Aid does not diagnose or treat human ailments of body or mind, nor does it affect the structure or any function of the body; its use is directed as an article of faith of the Church of Scientology, and was never intended for use outside of the Scientology Ministry.

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C.B.B. Parselle Legal Chief 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 MARCH 1970

*IMPORTANT*

Gen Remimeo  
BPI  
ORGs  
Franchises

**E-METER DISCOUNT POLICY**

**PURCHASING E-METERS FROM PUBS ORG**

All previous discount systems are cancelled on E-Meter purchase from Pubs Org.

E-Meters are charged for as follows:

1. On individual purchases without any membership, full price, no discount.
2. International Membership holders - 20% discount.
3. Bulk sales (10-49 meters) - 35% discount.
4. Bulk sales (50 or more meters) - 40% discount.
5. All contracted staff - 40% discount.

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L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 30 OCTOBER 1959

Ltd.

**BLAZER BADGES**

Effective immediately, HASI and HCO Blazer Badges are obtainable by other offices only from HCO WW. No other office may have these items produced locally or obtained from anywhere other than HCO WW. Orders with any private manufacturers should, if at all possible without loss of money, be cancelled at once. If unable to cancel, sell the badges in the usual way and re-order from HCO WW.

**DISCOUNTS**

Exceptions to the ruling regarding discounts not allowed on credit purchases are as follows:

1. Any HCO or Central Org Office which will continue to receive any discount allowed on order placed whether this is accompanied with payment or not.
2. Any official bookseller, library or organization, where "credit with discount" transactions, without payment at time of ordering, are a recognised procedure.

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Peter Stumbke  
HCO Book Administrator WW  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 25 NOVEMBER 1959

Ltd.

**HCO AND HASI BLAZER BADGES**

HCO and HASI Blazer Badges, which are both obtainable from HCO WW, are priced as follows:

HCO Badges	- 54/-	each.
HASI Badges	- 58/-	each.

Other Offices are allowed 20% discount on both these items.

Please note that only HASI Badge is for sale to members of the public, etc. The HCO Badge is for sale only to members of HCO.

At this time, no discounts, other than the one mentioned above, are given to anyone.

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Peter Stumbke  
Book Administrator, HCO WW  
for  
MARY SUE HUBBARD  
Deputy Executive Director



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Remimeo  
Exec Sec  
Qua] Personnel  
Certs and Awards  
Dissem Dept Pubs

HCO POLICY LETTER OF 13 NOVEMBER 1965

**RELEASE PINS**

Grade 0 to Grade IV Release awards (in addition to the Grade Certificate) consist of *one* pin to each pc for all these lower grades. One does not give a separate pin for each grade.

The Release is given his Release Pin as an award for Grade 0. He is issued no further Release pifis as he attains Grades I, II, III and IV.

If he has lost his Release Pin and so states, he may sign a Certificate of loss in Certs and Awards and may purchase a new Release Pin for the grade to which he is entitled for 5 shillings sterling or \$0.75. The Certificate of Loss is then sent to Ethics for their files so that this pc can't keep "losing Release Pins". The Certificate of Loss simply states "I have lost my Release Pin and attest that I have not given it to another person". And is signed legibly so that the name can be read. It is of course grounds for false attestation if the matter ever comes up.

Grades V, Va, and VI have a larger pin given when the pc attains the higher grades.

This pin similarly is issued for Grade V, Power Release only. Subsequent Releases (Va and VI) do not obtain another pin.

In case of loss the procedure is the same as for the lower grade pin but the charge may be higher.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 JANUARY 1968

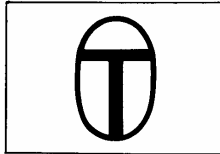
**HOUSE FLAGS**  
**The old Sea Org Flag:**

Remimeo



®

pale blue field with gold Insignia. is hereby changed as the Advanced Base Org Flag.



®

The new Sea Org Flag to be made up has a white field and gold Insignia (like the officer's work cap badges):

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L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W.1

HCO POLICY LETTER OF 29 JULY 1959  
Issued in Saint Hill

CenOCon

**SENDING CERTIFICATES BY MAIL**

When sending certificates by mail, always roll them up very carefully and place inside a rigid tube. The tube should always be longer than the roll of certificates. Make sure that the certificates are secure in the tube by passing a string through lengthwise and/or sealing the ends of the tube with wadding and gumstrip paper.

It has been found that this method is the most successful so long as the tube is really rigid and of sufficient diameter so that the certificates do not have to be too tightly rolled.

Send them by first class surface mail, not usually by airmail.

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Peter Hemery  
HCO Communicator WW

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 JANUARY 1961

Book Depts

**SHIPPING OF BOOKS**

Supplies of books must not be shipped by air or air freight from one Org to another, or from DCI and HCO WW Book Dept to the Orgs. Shipping by air adds enormously to the cost.

Those in charge of Book Depts should be careful to review their stocks and order new supplies in good time to avoid emergencies. Books should always be sent by surface mail or ship.

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Issued by: Peter Hemery  
HCO Secretary WW  
for: MARY SUE HUBBARD

**BOOK ORDERS**

The following LRH order is taken from a despatch, date approx 1960:

IT IS IMPERATIVE THAT ALL BOOK ORDERS BE INVOICED RAPIDLY AND THAT THE APPROPRIATE COLORED INVOICE SLIP BE PASSED AT ONCE BY HAND TO THE BOOK SHIPPING SECTION. *ORDERS ARE FILLED THE SAME DA Y THEY ARE RECEIVED FIVE DA YS PER WEEK.* THEREFORE THERE MUST BE RAPIDITY IN INVOICING AND GETTING THE SLIPS TO BOOK ADMIN FOR SHIPPING VERY EARLY IN THE DAY.

LRH

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 30 AUGUST 1962

Central Orgs  
Shipping Depts

**SHIPPING RUNDOWN**

The following general rundown on Storing and Shipping books was written by Anton James, Book Admin in Washington, D.C. It may be used as a guide in other Orgs.

1. When books arrive from the printers, they should be packaged in bundles of 10, 15, or 20 at the most. In case of very thin books such as E-Meter Essentials, they may be bundled in packages of 30. (This will assure that these books don't get sent out 'loose'. Boxed in bundles, even if the box breaks down, the books won't get damaged. Also, this keeps the box from getting tom up as the books don't 'shift' in the package.) Also books stay clean.
2. When books have dark covers on one side, light on the other, they must be separated from one another with tissue, or packed so that only the light side is against the light side. When bundled in packages of 10, 20 or so, the bundle must be tight and taped up.
3. For stock, in storing books, they first should be bundled and then stored FLAT. They must be, in each bundle, with half the bindings on one side, half on the other. This will make a FLAT bundle, and square up nicely, so they will stack well. The title, abbreviated, with the number of copies noted on the ENDS of the package. Example: Problems of Work, 10 copies would be-POW 10 C.
4. In the stock room all books of one title should be stored together. All stored flat in one section, by title. A narrow space should separate each section. Shelves 18" or so apart are about right. No books should be stacked on end, as this breaks the bindings. For example: 600 copies of Problems of Work would take up one section, one bundle on top of the other arranged with 20 copies in a bundle, one bundle on top of another three deep and four high in about 3Y2 rows. A narrow space separates this bunch from the next section.
5. Storage room should be kept dry as moisture yellows the paper. No books should be stacked on the floor at any time. The bottom shelf should be at least 3" oft\* the floor.
6. In the case of large volumes such as Science of Survival these should be wrapped at the printers, 10 copies to a bundle and the bundles should be re-inforced with tape before shipping. If light weight wrapping paper has been used in bundling these, they should be re-wrapped and taped up tight, each bundle, before shipping, if shipped in tens.

NOTE: A LOOSE BUNDLE IS A WASTE OF TIME. WHEN WRAPPING UP BOOKS, DRAW THE PAPER TIGHT, AND TAPE IT SUFFICIENTLY SO IT WILL HOLD. IF LOOSE, TIGHTEN THE BUNDLE WITH TAPE.

7. For shipping books, the bundles are first wrapped together in paper, if by parcel post, in packages weighing no more than 11 pounds. The package containing say, three bundles of 10 each Problems of Work or other title, is then padded with newspaper or single thickness cardboard or other padding-which is taped up tight. The package then must be wrapped in paper, at least 4 layers if the paper is at all light. The paper must be pulled tight, just short of tearing, then taped lengthwise on the bundle. The padding should extend at least two inches over the end of the books. The outside paper should extend at least 8" over the ends of the books so that when folded for tying, it will act as padding itself, and protect the ends of the parcels.

The string used for tying should go around the bundle, across the width of the

books, and be pulled tight so that it cuts into the padding just short of cutting into the books themselves.

One wrapping of string across the center of the books, going around the package three times and pulled very tight, alone will hold better than one thickness going across the package in 5 or 6 directions, if loose.

After the string is put on the package so that it will definitely be tight, across the width of the bundles, in the package, a single strand of string going across the ends of the package, both ways to keep the ends closed, completes the package.

NOTE: Customs investigates by opening the ends of the package. If the string across the ends is only one thickness, and the ends are relatively open and free of padding, customs people don't damage the books by prying. They simply rip the end of the package open, then after seeing the ends of the books, they stuff the paper back in the opening and tape it up. When there is a lot of paper left extending over the ends of the package when putting it together, it acts as padding when it is tied down, is easy to loosen and put back together.

8. Odds and ends, and discarded boxes should not be used to wrap up books, as an expedient. Books should be wrapped up in tried and proven ways so that they are sure to arrive in good order.
9. When a good sound carton or box is used to package books, the bundles of books should be put in the carton or box intact. Books are not to be used as padding for other books. If something is needed for wedging in the bundles, newspaper wadded up, or cardboard wedges should be made.
10. Use only padding which will retain its elasticity or which will not break down. Wadded newspaper will retain its elasticity as will single thickness cardboard or other waste paper. Corrugated cardboard packing material breaks down badly in transit.

NOTE: Tapes shipped wrapped in corrugated cardboard padding and a layer of wrapping paper arrive after transit across the Atlantic, in worse shape than when they are sent with no padding at all. The corrugated cardboard referred to here is that unstressed type used for padding. The corrugated cardboard that is stressed, as sandwiched between two layers of paper, does hold up nicely, and is excellent for padding.

11. When shipping books ship freight, use wooden boxes, or heavy cartons. Use steel strapping, pack the box TIGHT. ANY SHIFTING WILL WRECK A CARTON. Mark plainly, "use no hooks".
12. In Shipping, use re-inforced tape for cartons going by ship. Re-inforce the carton with it.
13. In Shipping books, use string to tie things tight! Use tape to keep flaps down, and re-inforce bundles and packages.
14. Never completely seal up overseas shipping. Leave one end that can be completely opened. Tie it up, but don't seal completely with plastic or anything else, overseas shipping. If the books inside are bundled properly, there is no need for sealing against moisture. When sealed packages arrive, they are torn open to be inspected, and generally at the wrong end.
15. Use plenty of tape and string and paper. It is cheap and if it saves one book from damage, it pays for itself 5 times, even when you use a lot of it.
16. A general shipping note is: when books are shipped in small quantities regularly, no shortage develops, shipping can handle the flow, the packages don't hang up in customs. Where possible, this should be done. A large amount of anything tends to hang up in customs.

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Issued by Peter Hemery  
HCO Secretary WW  
for  
L. RON HUBBARD  
Authorized by MARY SUE HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 SEPTEMBER 1961

*[Excerpt]*

Sthil

**BOXES AND CARDBOARD**

Do not throw away boxes and cardboard or brown paper.

Turn it all over to Shipping.

Shipping is to use as much used paper and cardboard as possible to reduce paper bills.

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L. RON HUBBARD

[Excerpted from HCO P/L 13 September 1961, *General office orders*]

NOT HCO POLICY LETTER  
ORIGINAL COLOUR FLASH  
GREEN ON GOLD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO ADMINISTRATIVE LETTER OF 15 JANUARY 1965

Saint Hill  
Only

**NO CHARGE INVOICES**

No Invoices for goods marked No Charge (NIC) may be issued without a duly signed Purchase Order (P.O.).

No Goods may leave Shipping Dept prior to receipt of Invoice (white) from Invoicing Dept (Front Office) or prior to entry into shipping records.

MR:jw.rd  
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Issued by: Marilyn Routsong  
Deputy Executive Director

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Gen Non-Remimeo  
HCO Area Sec  
HCO Dissem Sec  
Dir of Comm  
Dir of Publs  
Shipping Officer  
Customs Clearance  
Clerk  
SH, Jbg, CT, Db  
& PE

HCO POLICY LETTER OF 29 DECEMBER 1965

**SHIPPING MATERIAL TO SOUTH AFRICA**

At the moment our Orgs in South Africa are permitted to import only R1600 yearly each. That is approximately Z800 or \$2250. Parcels are, therefore, not released from S. African Customs without a certificate indicating the value of the contents.

**LABELLING PARCELS**

All invoices, documents, and parcels containing books should be labelled *ED UCA TIONA L B O OKS*.

Affix to all parcels a gummed Customs Declaration Form PP69B (Rev'd 70260/58).

Parcels shipped as a group should be labelled 1 of 3, 2 of 3, etc. Invoices covering the shipment are placed in the No. 1 parcel and the word *INVOICE* printed near the number.

**INVOICING**

All shipments to S. Africa **MUST** be accompanied by a "Standardised Invoice for the Export of Goods to the Republic of South Africa" (CE/DA.S.3.01). These can be obtained from The Solicitors' Law Stationery Ltd, OYES House, Breams Building, Fetter Lane, London E.C.4.

With each shipment (not each parcel) enclose one of a triplicate set of this invoice in parcel No. 1 and mail the other to the org receiving the shipment. It is the responsibility of the Customs Clearance Clerk to see that the invoices are filled out properly and that we have an adequate supply of them.

**INSULATED ENVELOPES**

Insulated envelopes known as "jiffy bags", containing printed material, can go through Customs without special invoices only if *PRINTED MATTER* is stamped on the envelope. This, in fact, applies to all easily openable envelopes. However, if *PRINTED MATTER* is not stamped on the envelope, it will be classified as a parcel, requiring invoices.

**DISCOUNTS**

All possible discounted costs should be indicated on the special invoice, in order to keep the Orgs' accumulated import expenses as low as possible.

*For the duration of the limited import expenditures, South African Orgs may have a 50% discount on meters ordered in any quantity.*

**AIR MAIL**

The receipts of Air Mail posting must be immediately sent to the purchaser (obviously by Air Mail also).

**INSURANCE**

Meters destined for South Africa will not be insured by the Post Office. Therefore, they will have to be insured privately.

**DURBAN**

All parcels containing meters and tapes **MUST** be marked as follows: NOT DUTIABLE. ISSUE SER. NO. 2297.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Gen Non  
Remimeo  
Org Secs  
Dissem Secs  
Dir Pubs  
Dir of Income  
Shipping Officer  
Income Invoicing

HCO POLICY LETTER OF 11 FEBRUARY 1966

**SHIPPING CHARGES**

For any books or Supplies sold at a 50% discount, the receiver must pay for any postage or shipping charges.

The receiver is to pay for any special shipping costs, such as air mail, at any discount.

Taped lectures are shipped airmail at no extra charge as per HCO Policy Letter 17 Dec 1964 "Tape Prices".

To ensure this, the following procedure must be adhered to:

1. Invoice and order is routed to Shipping Dept.
2. If 50% discount or special shipping is indicated on the invoice, the Shipping Officer fills out a P.O. indicating total postage costs, service performed, Invoice No.
3. This is routed to the Org Division on normal P.O. lines.
4. The Income Invoicing Officer fills out a "Debit Invoice" for the receiver, indicating total postage, service performed, and Invoice No. of the material ordered.

Receipt of postage payment as noted in step (3) is not a requirement for shipping material. Orders are filled and shipped swiftly.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 FEBRUARY 1966

Applies to SH &  
DC only

**BULK MAIL  
PACKAGES TO WASHINGTON DC**

1. Parcels of I I pounds or less can be sent and delivered direct without going through Customs.
2. Parcels of more than I I pounds do go through Customs and need (a) Entry Papers of some variety; (b) An Invoice; (c) If declared value is over \$250, then "formal" entry papers are required which means that a Bonded Importing Agent has to be employed in the U.S. in order to get them out of Customs.
3. Normal comm lag on delivery of Bulk Mailings to the U.S. is between one and three weeks.
4. If a bulk mailing is sent to the U.S. for re-posting, as in the case of the AUDITOR at Special times as directed, then the following points should be allowed for:
  - (a) No U.K. postal notice should be on the envelope used as the U.S. postal requirements are that only U.S. marks can appear.
  - (b) The return address must be that of the U.S. org doing the re-mailing. However, the envelope should be marked in such a way that the U.S. Org call identify Saint Hill as the source of the material so returned by the post office, if any, and the returned mail can thus be routed back to Addresso Saint Hill.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 SEPTEMBER 1965

Gen Non  
Remimeo  
Dissem Div Sec  
All Registrars  
CF

Issue VI

**PURPOSES OF THE DEPARTMENT OF  
REGISTRATION**

The Department of Registration is in the Dissemination Division and is Department 6 of the organization.

This department is headed by the Director of Registration. It consists of 2 sections-the Central Files Section and the Registration Section. The Registration Section has in it the Letter Registrar, the Advance Scheduling Registrar and the Body Registrar.

It is also expected that there will be typists and clerks to serve the above sections.

**THE DEPARTMENT OF REGISTRATION**

The prime purpose of the Department of Registration is:

"TO HELP RON HANDLE INDIVIDUALS WHO HAVE BEEN CONTACTED SO THAT THEY CAN BE FULLY SALVAGED BY ORG SERVICES AND INCREASE THE SIZE OF THE ORGANIZATION."

The orders, rules, regulations, policies and routes relating to this department were intended to assist it and expedite the carrying out of its purpose. Therefore no order, rule, regulation, policy or route may be interpreted to swerve the Department of Registration from its prime purpose, which is paramount in all its activities. Its policies and routes exist to carry out its prime purpose and for no other reason

**THE LETTER REGISTRAR**

The prime purpose of the Letter Registrar is:

"TO HELP LRH GUIDE INDIVIDUALS BY LETTER INTO CORRECT CHANNELS TO OBTAIN SCIENTOLOGY AND TO INCREASE THE SIZE OF ORGANIZATIONS."

The activity of the Letter Registrar is well covered by policy.

Also, when the Ltr Reg receives a form or letter in which the person says yes to training or processing (i.e. definite intention) the letter is routed promptly with the folder to the Advance Scheduling Registrar for handling. All such hot prospects are so sent. A hot prospect is anyone who has recently expressed a wish to be processed or trained.

The orders, rules, regulations, policies and routes relating to this department were intended to assist it and expedite the carrying out of its purpose. Therefore no order, rule, regulation, policy or route may be interpreted to swerve the Letter Registrar from its prime purpose, which is paramount in all its activities. Its policies and routes exist to carry out its prime purpose and for no other reason.

**THE ADVANCE SCHEDULING REGISTRAR**

The prime purpose of the Advance Scheduling Registrar is:

"TO HELP LRH SCHEDULE AND SECURE INDIVIDUALS BY MAIL IN ADVANCE FOR TECHNICAL SERVICES AND ENSURE THE FUTURE PROSPERITY OF THE ORGANIZATION."

The Advance Scheduling Registrar keeps 2 large heavy books. One is for students; one for preclears. It is laid out one page per week 2 years in advance. He receives letters from the Letter Registrar that are hot prospects and schedules the person promptly and informs him asking for any correction of date.

As individuals are scheduled their names and addresses are entered in the book for the week they are arriving. This registrar uses also prepared registration packets which even include sign up forms and give the opportunity to pay for the service in advance, or at least, make a reservation payment in advance.

The orders, rules, regulations, policies and routes relating to this department were intended to assist it and expedite the carrying out of its purpose. Therefore no order, rule, regulation, policy or route may be interpreted to swerve the Advance Scheduling Registrar from its prime purpose, which is paramount in all its activities. Its policies and routes exist to carry out its prime purpose and for no other reason.

### **BODY REGISTRAR (SIGN UP REGISTRAR)**

The prime purpose of the Body Reg (Body Sign-up Reg) is:

"TO HELP RON SIGN UP INDIVIDUALS FOR TECHNICAL SERVICES WHO COME INTO THE ORGANIZATION AND SIGN UP INDIVIDUALS AGAIN FOR FURTHER TECHNICAL SERVICES AND INCREASE THE ACTIVITY AND PRODUCTION OF THE ORG."

The Body Registrar is then a Sign-up Registrar of individuals who come with their bodies into the org and then signs them up again for further services when they have completed the services they signed up for. This Registrar signs up individuals for Technical Services and her concern is to move pcs and students farther down the road to CLEAR by signing them up for technical services and then repeatedly signing them up for each next step.

The Sign-up Body Registrar has the right forms and contracts at hand to sign up with, routes anyone with financial queries to nearby Income Department, signing up the person before or after.

The orders, rules, regulations, policies and routes relating to this department were intended to assist it and expedite the carrying out of its purpose. Therefore no order, rule, regulation, policy or route may be used to swerve the Body Registrar from its prime purpose of signing up students and pcs.

### **CENTRAL FILES SECTION**

The prime purpose of the Central Files Section is:

"TO HELP RON COLLECT AND HOLD ALL NAMES, ADDRESSES, PERTINENT DATA ABOUT AND CORRESPONDENCE TO ANYONE FROM ANYONE WHO HAS EVER BOUGHT ANYTHING FROM THE ORGANIZATION."

The orders, rules, regulations, policies and routes were intended to assist it and expedite the carrying out of its purpose. Therefore no order, rule, regulation, policy or route may deny the personnel of the Section the right to carry out its prime purpose as above.

**L. RON HUBBARD**

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FOUNDING CHURCH OF SCIENTOLOGY  
1812 19th Street N.W., Washington, D.C.

HCO POLICY LETTER OF 25 JANUARY 1957

**REFERRALS TO FIELD**

No corporation or staff of the HASI, HDRF, Founding Church of Scientology, should now refer any person, for whatever reason, to any field auditor anywhere.

The reason for this is that it is reported the field auditors are losing us business in that people who contact them go out of communication with us completely.

It is an unsuccessful practice in all cases to refer preclears, since we do not ourselves get off the responsibility for them, and yet they may be messed up one way or the other by field auditors.

This policy does not express any lack of confidence in field auditors, it is just that long experience tells us it is the wrong thing to do in almost all cases.

Anybody inquiring for an auditor locally should be told to come to the Hubbard Guidance Center.

L. RON HUBBARD

LRH:df.rd

HCO BULLETIN OF 22 FEBRUARY 1957

**POLICY OF MAIL HANDLING FOR PROSPECTIVE  
PRECLEARS & STUDENTS**

*Definition:* A Prospective Preclear or Student is one who indicates in a letter or by other means that he intends to have processing or training with or without mention of time.

Such letters or communications should be made note of by any receiving agency such as HGC or Academy and answered by them but at once the original is sent to CF Procurement even before action is taken by HGC, Academy.

The responsibility for handling such a letter lies with the receiving person, independent of any action by CF Procurement, BUT CF Procurement is the final responsibility for action in all cases.

A carbon copy of any letter to a prospective preclear or student should be quickly forwarded to CF.

Therefore, all anyone has to know about prospective preclear and student letters or communications (wires, phone call, verbal) is as follows:

1. Those are the only vital communications on our lines.
2. They handle them to the prospect themselves and *at once* forward, with high priority, to CF Procurement.
3. That CF Procurement has the situation's final responsibility-but that this does not relieve anyone of theirs.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO BULLETIN OF 6 APRIL 1957

**CENTRAL FILES AND PROCUREMENT**

The Central Files and Procurement system was developed by Mary Sue Hubbard who is the most successful person in Scientology at getting people to come in and take training and processing. She knows what she's doing and her adhesion to Files and her difficulties about files, and what one had to do with files, and what one had to do to get procurement letters written, caused me finally to sit down and figure out files carefully; and I found they belonged to nobody but the Registrar-and that the Registrar had to have a department called Central Files and Procurement.

Although this is under Administration and the Registrar is under Administration, and is a department called Department of Registration, nevertheless the Technical Director is directly responsible for the number of students and preclears and memberships that are taken in the organization. She is held responsible for this but over in her department, so is the Registrar. We have a dual responsibility here.

Whereas the Registrar is head of her department that department 'nevertheless is under a liaison type supervision from the Technical Division and is also under the supervision of the Administrator who is only really interested in its neatness of files and the fact that there's somebody to file and the fact that the equipment is placed, and so forth. He's responsible for the personnel.

Now this makes at first glance a rather complicated communication line system. Here you are with your own department, Registrar, and here we have a person in charge of Central Files and I think that is Mrs Marks. And here we have the Administrator. The Administrative Division had Mr Northwood being responsible for the personnel and space, neatness of the files and so forth, and yet we have a person in charge, which is a sub-department all by itself called Central Files and procurement. The person in charge of Central Files is entitled to a Central Files and Procurement Clerk and this clerk position is actually as important as any of the other positions because this is the person that puts things into the files. The person in charge is supposed to do that and write letters and also some other things; but mainly to lay out the files and select the files for handing around to the staff auditors who will write the letters.

Now let's just go down these responsibilities. We have first the Registrar. She is directly responsible for handling three types of mail.

*Type 1: Applicant*-that is the most important mail. The applicant letter is an exceedingly precise thing. It says "I am coming in". It broadly divides into "I am coming in on a certain date" and "I am coming in".

*Type 2: Prospect*-this is "I am coming in sometime, maybe" "I wish I could", or "I am answering your mail". We have found over a period of years that anybody who corresponds with the organization sooner or later comes in for training or processing. So this prospect letter is awfully broad isn't it?

*Type 3: Procurement letter*-this is one of the most abused and misused terms in this whole letter. A procurement is an originated letter by the organization-and that's all it is. It isn't an answer. An answer to it would be "not interested at all"-which is a prospect letter; "I am coming in", "I'd sure like to have some training if I could ever afford it, but you know how things are". These are applicant and prospect letters and they are not procurement letters. A Procurement Letter is a letter originated by the organization in order to interest somebody in training, processing or even memberships. But specifically training and processing.

(You must know these three types of letters thoroughly).

Now the number of procurement letters which must be written directly relate to the number of students and preclears who are enrolled. If you write no procurement letters you will get practically no students and preclears. If you write a few, you'll get a few students and preclears. If you write a great many and go about it accurately,

intelligently and industriously you get floods of preclears and students. And so this is a terribly important action.

Now how are these letters written? In the past the organization has burdened this person or that person with the sole responsibility of emanating, emanating letters and this has not worked. With Central Files nebulously under anybody and everybody they were not in shape. So what do we do?

The Staff Auditors audit five hours a day. They have an auditor's conference and they can certainly for an hour and a half to three hours, which would be an impossible length of time, but less than an hour and a half somebody ought to be getting worried about where the staff auditors are and what they're doing-they certainly must put in an hour and a half per day in Central Files and Procurement Division. And the files of prospects, people who have been in correspondence with the organizations, are furnished to them; book orderers and others (which we'll go into in a moment), these files are furnished to these auditors and they merely write a friendly letter personally to the person in their own little hand. And therefore Central Files proceeds to furnish them with paper and pen and envelopes and they address them and they write them-and they have to be taught how to write a letter.

Now there is anything from six in slack times, or maybe four in slack times up maybe fifteen, eighteen auditors-and if they write for an hour and a half (you want to watch the auditor who only writes one letter, say "What's the matter boy, can't you communicate?") and they write then rather a large number of letters during the week. Now people in the field reply to them because they are individuals and they actually get quite interested in this game. They are trying to get people in for training and processing. This is given to them-they must understand this-and the exact way those letters are written must be made very clear to them. Actually what you do is take more or less the tone level and interest level of the person whose mail you find in the file folder. The auditor has that file folder complete and everything the person has said and done and so forth is there, and he must look that over and he must match that tone very nicely, inject a little bit more ARC into it than was there and simply write them a letter. They have to be instructed how to do this, to tell them that they'd like to see them come in for some training, or that he probably could get some auditing-something of this character.

Those letters are gathered up, (they should be enveloped and the envelopes addressed by the auditors who do it) by the person in charge. Before the auditors come down those folders are all laid down on a table and the materials are all provided and everything neatly arranged so that all the auditor has to do is to sit down and pick up the first folder and go right on with his job.

Now as they begin to write you will discover that some of the prospects are hot and some of them are cool. Whenever you find a folder which is a "hot" prospect folder you put it in a special file all by itself which has nothing to do with Central Files, so that there are no other files in there but "hot prospects". Now these are the ones that the Registrar ordinarily keeps or are over in the Director of Training's office and they mustn't be either place. They must be right there in that room and they must be in a special file cabinet. So you have Central Files and a special file called "hot prospects"-or something less colloquial perhaps.

Now the Central Files are divided up as follows:

Five classes of tabulation, colour marked (colour flash tabbed). They have little plastic tabs that go on top of them and a colour is assigned to each class. That makes them easier than any file system you ever saw. If you have any other system in progress at the moment you can slowly convert over to the colour flash system.

No. 1 of these classes is: (You would suppose it was enquiry- somebody writing in just nebulously, or a name you received from an auditor or something-but it is not.) This class is Book Orders. Enquiry is not-we just file enquiries in packets and say "Well that's interesting" and somebody sends in a large list of people and we send that over to the shipping department and instruct them to send all those people information booklet No. . . .-that's all we do about those, we're not interested in them. We could wear ourselves out because you find out that the people that are sent in to us by auditors are, by experience, very poor lists. They're just somebody they met on the street or something. So we're interested when that person was willing to advance 51- or £1 or so for a book-so our first category is Book Orders and that is established by just

this one fact: an invoice saying he bought something. We don't care what it was, Associate Membership, a book, anything. He bought something-so your interest is, on that category, did this person buy something? That makes him a Book Orderer. All right book orderers don't require any different handling than the rest of them, but you do sell him something. You sell him processing. You sell a book orderer processing, you don't sell him training; and you find you normally win. Of course these categories could all tangle up-a book orderer could certainly get training without any processing, but the normal proceeding is to get some processing and then get some training. Usually these people have been getting their processing out in the field before they come in for training, but there isn't any reason why we should fatten the field auditor, let him scratch for himself-that's what he's out there for, to scratch up a practice of his own. Usually they just lean on ours. That's not a snide statement, I love them dearly-that's why I discipline them.

Category 2: is people who have had processing and by that we mean only this: processing from the Central Organization. We don't care if they've had processing any place else. They're a book orderer. Somebody's preclear is just a book orderer as far as we're concerned. So he'll buy more processing from us if he's had processing outside somewhere because quite usually he didn't quite get what he wanted or he thinks he now needs some more. So Category 2 is simply: preclears who have been audited in the organization.

Category 3: is Student; and that is somebody who has been trained by the organization. Again we don't care if he was trained in PE Courses outside, and you'll have PE Course lists come in to you from auditors and that sort of thing-treat them as enquiries-they are just enquiries-they're not anything else. So we have this third category which is the category of Student and that means people we have trained. We don't care when, where, or anything else. You'll find that you're moving up now with former organization preclears and former organization students; you're moving up into an enormous number of repeats. Tremendous numbers of people come back for more training, more processing and so on, which is a good omen by the way-we must be doing something right, even though they sometimes say we're doing it all wrong. If they knew how to do everything all right they wouldn't be interested in us. Always remember that. Now we get up into Category 4.

Category 4: is in essence Field Auditor. Now what do we mean by Field Auditor? That means "a man who is running PE Courses and who is actively active in the field". It doesn't mean "just any auditor". "Just any auditor" falls into Category 3. Somebody we have trained. But somebody we know is busy, somebody who is doing things. We give him the label of "field auditor" and that means he's running a little office of his own; therefore we would handle him quite differently than we would handle somebody who just got trained and who went out and is flopping, you see. So we'd specially designate this. This man is sending us in PE lists and he's doing all sorts of things and it shows up in their folders by the way that they're active, so we give them this special designation. You can offer those people new books and the auditors should always be selling books and memberships and so forth, they sell everything; but these fellows get offered special book deals, bargains: Why don't you get the books out into the drug stores, why don't you scatter "Scientology: Fundamentals of Thought" around and "Problems of Work" and get some people in to YOU. Of course we know very well they'll go into him, but they'll come in to us too. So we pack him up to this degree and we make it very easy for him to procure books. We even consign books to him. Even though we don't pull the percentage down to nothing, we'll consign books to him. That is a careful designation now. Is this man worthy of the designation "field auditor".

Well those are your categories. The only difference between this and the U.S. category is that they were starting in the U.S. with category "enquiry"-but that just jams your files-and you don't want anything to do with it, it's just a silly category so I have left it out.

All right, you've got these categories now. It is the duty of the person in charge to T(eep those files right up to date and supervise them so that these categories are clear and are changed when they do change and so on. And that all starts happening with your organizational inflow of mail.

Our next point of interest is: File Clerk and Membership. The person who is actually the CF File Clerk is really not just a File Clerk. This person is doing an

intelligent job of selection all the way. It is this person's responsibility to see that the batches of mail which come into the organization, which have been answered, are filed properly; and it is very far from a "just file it under G" job. You just have to know what you're doing. You have to know those categories, you have to know what's up and so on. That person is looking at the files even more than the person in charge and if that person does not and will not spot, you see, a "hot prospect" "What is this file doing in there" she says as she picks it up: "Look at this. Here's a person who wrote in 1953 and said he'd like some auditing and I find no other letter". You see it is a selective job and she will at once turn such a file over to the person in charge of Central Files. In other words she should use this not just as "stuff the paper in" but actually has to do an intelligent job and then it works like a charm. She will also have the responsibility of keeping the files straight. In other words we get out a number of folders and we put them down in front of the auditors and what happens to them from there on? Auditors are going to shuffle them. So she actually should nag them a little about "Put it back together again". "Set it aside". "Put your carbon copy on top". There's a special way to handle them and she's actually the cop! The police off-icer with regard to reassembly of the files. You'll find out that auditors are very amenable to control.

Now this person has to pull these together and reassemble the files, but while doing that discovers a great deal of data and information which must be turned over to the person in charge at once. You'll discover that if this is done well the files will stay straight and usable and if it's not done well they become unusable at a rate of speed you never dreamed of. So that is a very important post.

The Registrar handles essentially-now let's go back over this again and look at these communication lines directly. What does the Registrar handle then? The Registrar isn't emanating, emanating, emanating. She handles the Applicant letters, which are general or otherwise and they come to her straight from invoicing. Many other prospect letters however may come to her and these she acknowledges where she deems it expedient or necessary to do so.

Now the Registrar when she answers an applicant letter or answers a prospect letter, if she acknowledges one (she doesn't HAVE TO you see) makes two carbon copies of her answer. Now you've got to have very fast stenographic reaction on this. There are not many of these letters but they have to be done swiftly, it can't be put on a tape anywhere. That will have to be done by the Registrar's own department. It is up to her. That letter now which is answered, has two carbon copies. One of these copies is parked by the Registrar in one of these ABC file folders, a carbon of her letter-not the letter that came in-and the letter that came in will quite routinely be addressed to one of the staff auditors now. She clips her carbon to it and puts it in her OUT communication basket and the person in charge of CF (in charge CF is what we call it) takes these letters and puts them in the places where the auditors are going to be for the answers of the auditors. Those letters must be answered right away. Now the person said in the application letter "I am going to come in and I would like to come in sometime in July" and the Registrar said "Very well. We have an open date on the 16th July" and she books that and it is the Registrar's job to keep two books. One of these is for processing and one is for training. And each one of these books is divided into two categories, that is General (means: "I want some training" and "I'd like to come in in the next few months" and "I am coming in in July"). So she books that person and writes a formal letter and says she has. Now it's up to the auditor to write another kind of letter. He says "I'm glad you're coming in. I have turned your application over to the Registrar, I want to thank you for it, everything's going along here fine, the weather's horrible in London, etc. etc." Now he must answer that letter because it hasn't been answered in a friendly fashion at all, it has been answered formally by a person he's not familiar with, so the auditor must back it up. It isn't that the Registrar answers unfriendly letters, but this person's been in correspondence with one of the staff auditors and you'll find that they had better stay in correspondence with the people they're in correspondence with and that is a point the File Clerk is very concerned with-that the last letter on the top of the file was to Jones and that that file then belongs to Jones. Another letter has occurred in that file so you drag the file out and hand it to Jones with his pile and he writes.

The reason for this is to give the person writing the letter the satisfaction of having done something and without that satisfaction they don't continue work with any enthusiasm at all. Every time they get somebody in the Director of Training or the Director of Processing or the Registrar grabs the letter and writes back and says "Aye,



yes, or no" and all of a sudden the auditor's walking down the hall one day and he sees Jones or Doakes. He got that preclear in and the Director of Processing says "Oh no, I got him in". You'd be surprised the fights that occur over this, so we're always careful to re-route a person's communications back to him again, but after they've been processed we open all communications which come to anybody in this organization which is an invasion of privacy the like of which I've never heard of, but we have to do it because the public writes to me and should write to book orders, writes Jack and should have written memberships; so we just open them all up and if it's a personal letter we say "Sorry" because they all look like personal letters. We used to try to be polite and we would hand around all these personal letters to everyone, the only trouble was however that we had just handed out all the organizational mail, which may or may not be answered by people who may not have the facilities to answer them and also it is not their department. The public is always playing a game of "Be enturbulated". They say "You don't have an organization, there isn't anybody to write to in the organization except Ron or Jack" or Bill who they write in the training department and say "Dear Bill, I'd sure like to have some processing". They meet the receptionist and they say "Can I have an appointment with Mr Hubbard"-so just to get over this sort of thing we open them all and channel them all and this is important because you will see letters in people's files that are to members of the organization and you don't take them out you just put them there. They belong right in the file, no matter who the letter's to it belongs in the file.

Now we assemble this communication line so that the Registrar then does answer the applications and the Registrar at any time is capable of inspecting the work done because the auditors make carbon copies of their letters and those are filed back in the folder. The Registrar actually has to promote, look over, get ideas, square things around and keep the line running, interview the people, make the appointments and all that sort of thing. She shouldn't consider that her emanation is all being done for her. She must keep constantly on the back of and constantly supervise and look over the shoulders of, the staff auditors, because they'll write some of the wildest things you ever saw. No lack of trust-but they sit down there (they've just had a bad session with a preclear) and they say "Dear Bill, Hello" signed Jones. Honestly I've seen some wild letters, it's pretty hard to mock them up, but they get the idea and they finally get a friendly letter out.

Auditors are inclined to write about right where they are. That doesn't create any space. For instance the fellow says "I had a pc today and I had an awful tough time with him and so forth". Now a person out in the field doesn't consider that a communication because he needs processing because he's right where HE is, so you have him talk about him and then you make space.

The Registrar has a great many duties and they're all very intricate, but the highest of these duties is the co-ordination of the CF Procurement setup. The person in charge is actually responsible for placing the bodies of the auditors, for getting the files out and all that sort of thing; but the Registrar is quite interested in the context of those letters and making sure that if she has something special to offer that the auditors are all informed and (this is very important) ensure that the proper enclosure pieces are made ready so that when the auditor sends his letter he can put an enclosure of the right sort in it. Those are: old "Certainties", info things, mimeograph stuffers, book lists, and you always try to send something in the letter. Now what they send is up to the Registrar and that has to be watched too because there is sometimes something sent out which is totally inappropriate. Washington in sending out some information booklets which they should have been shot for.

These piles of literature around, this is the File Clerk's job and it is apportionate, has to be stacked.

Now if you can see this as a whole and if you can see it functioning as its own communication lines and if those lines stay grooved and every point of the system is understood, the organization is suddenly relieved of the burden of a great deal of confusion. You don't have every stenographer in the place just doggedly typing the same type of letters. You don't have the turbulence of files being forwarded to the Director of Training, files being forwarded to the Director of Processing and then you never get them back. You don't have the Registrar keeping an independent. file system. In other words you don't have dispersal.

This is a very compact system, extremely compact, and it really is good. Its promotion is as good as the Registrar makes it, its effectiveness is as high as the Registrar makes it because that has to do with text and it is as efficient and effective as

the person in charge makes it because if the person in charge can't handle the auditors and can't get them to get their noses to the grindstone and so forth, they'll sit there and drink tea and smoke cigarettes-this should be discouraged you know, They're in there for a special purpose. This proportionate pay plan proposal by the way makes them anxious and eager to do this job.

That is the extent of the Central Files Procurement system which department, under the Registrar, gives us a very definite strike on it.

Now the reports that are made by the Registrar are as follows:

Students, preclears, expected and booked for next week and in the future.

Students for next week. Students for the future.

Preclears for next week. Preclears for the future.

And those are reported to, respectively, the Director of Training and the Director of Processing, and the copy of the report is sent to the Advisory Committee. As the Registrar is a member of the Advisory Committee however that is reported straight at the Committee.

The Technical Director of course is the channel to the Director of Training and the Director of Processing and that is the comm terminal that the Registrar moves her information toward. She is reporting to the Technical Director.

The reports made by the person in charge of files, CF, consist of Number of letters emanated by the auditors. And that's a very easy thing to count because you actually count the letters not the carbons or the folders and you count them as they go out to the mail. In other words the person in charge (it is only safe to have the person in charge take those to the mail when they're finished), is to record and report on the number of letters that go out.

Additional report from CF in charge is: State of files, and Material needs. And those reports should be made quite regularly, weekly, to the Advisory Council and if the Registrar is anxious about it and so forth they can be made daily to the Registrar; but they must be forwarded through to the Advisory Council and that is not the responsibility of the Registrar but the responsibility of CF.

Now we get on to Reports required from the File Clerk. She takes an individual count of the number of letters written by each individual auditor. She has a roster of auditors. 1) She checks them off for CF (she has a number of auditors who should be there). As she picks up the files she counts the number of letters. She is collecting the letters you see. Now she can have the auditors simply leave those letters alongside of his work, not collected-don't let them throw them over carelessly into a basket if you want to make your work easier-and then you simply count them and check them off against their names and so you get an individual count. That then is reported to your immediate superior, CF.

That is really the extent of the entirety of the procurement system now being used in the United States and was formerly in fragments used in England and we have always used this system but we have never realized before that all we want the organization to do is to emanate those letters.

There's one more thing, which is just this. There are many letters come to this organization. Some of them are business letters, bills, and so forth. There are many technical letters that come in. There are letters requesting things and buying things and so on. None of those letters even begin to approximate to the organization an importance compared to an applicant letter. And an applicant letter is established entirely by the volume of prospect letters. But this organization lives and breathes for its finance, its further research by these letters. You should understand this organization is not something that's just trying to make money, it's not. It's got a job to do and it must survive to do that job, and its survival is measured by applicant letters. They are pure gold and if this is not impressed upon the auditors who are handling them (this is an applicant letter, it's not a prospect letter any more, it's an applicant letter) you'll find there are only a few of these. There may be only twenty five in a good week. Now that's not very many letters and those are the only important letters in the entire flood coming in, and what monitors their existence is the prospect letter. So we can consider those as classed together and any other material, typing, letters, incursion into the department, or anything else which interrupts the flow of prospect letter and the resultant applicant letter is to be immediately suppressed, thrown aside, disregarded and thrown away, completely refused by Central Files and procurement.

Now there is one other little point and that is "how do you handle a letter of complaint?" That is always handled by the Registrar and if the Registrar needs marines, by the Technical Director. Every time you straighten out an area of complaint you make friends, so a complaint letter is not something that you just say "Oh well, somebody's finding fault with us again". We immediately get on to this and we straighten it out because we can always straighten them out today. It's easy to straighten them out. Somebody's been processed by some auditor in Northampshire and this auditor has done him and stolen his wife or he's done something like that-well that's the Technical Director's division and the Technical Division had better get on this and better write the preclear and get lots of correspondence going back and forth and we finally found out that the fellow threatened to shoot the auditor and it was entirely different but nevertheless we've finally straightened it out when we get through. We generally have them both in, give them a few hours of processing, send them away happy and square it around. That's our normal procedure with such things. We don't regard them lightly.

Another is a technical letter which you know about and which we learned the hard way. We used to maintain a whole department which did nothing but answer technical letters. We found out that they only came from a few people and those people were woefully deficient in training so we wiped out the Technical Letter Department and nobody in the organization is permitted to answer a technical letter. They just must not answer them. They mustn't go on and on and on and on. And the Auditors have to be informed of this and the Registrar must know this. All you do when a person comes in and asks for technical information is one thing, and that is, you send him to come in for training.

A technical letter is always answered by a letter which says "come in for training". You never disregard them you get them in for training and that is what is done with them uniformly.

Memberships are handled by and are the exclusive property of, the File Clerk. The File Clerk also handles memberships. It will be found that memberships in active times, if the files are up to date and the stencils are well handled, will occupy from a third to a half of the File Clerk's time and that is a very routine procedure and people make so much work out of memberships and all you do is, you take in the membership and you fill out the card and you have a little letter or note of some sort and send it to the person. The reason memberships is hard to do is because everybody runs into memberships everything else. All Membership consists of is telling people to renew, and renewing, and making out cards and so forth and that's all it consists of. If there's anything else comes up on the line it is somewhere else.

Now part of memberships is "change of address" and when your change of addresses come in you may have to cut some new addressograph stencils, something of that order. Now the handling of the stencil machine which puts the envelopes to mail things, or stamps "Certainties" or does something of this character, is not the business of the membership clerk but belongs to Shipping. There is no machine on that.

The person in charge of Shipping can come in and wind off a tape, or run a series of envelopes if you locate the machine and the stencil together, but when you ask the person who is handling files to also handle something as mechanical as a machine with its attendant ink and so forth, you muddy up your files and mess them up generally.

Membership consists of two channels. It has two incoming baskets. One basket is memberships (which is just renewal or a new membership) and the other basket is change of address, and all changes of address and all memberships go to CF, and they have two baskets that sit side by side marked IN and two baskets that sit side by side marked OUT, and you park those things (there's a special arrangement of a table you can make with memberships which is very good). We worked this out and it did prove to be good. We take two baskets on the left of the table and then two baskets at the extreme right of the table and the one which is to the edge of the table is the membership basket and the one which is at the back of the table is the change of address basket and we have them "in" and "out" and then we put on that table and never disturb, all of the materials necessary to do a membership or a change of address and we just lay those materials out on the table. Stacks of paper and the membership cards and everything we have to make out and do and it's all on the table in plain sight in the order that they're used. Thereby we can take change of address and go straight through them and take change of memberships and get them through quickly so it doesn't take much time. Otherwise a membership clerk is always going "Oh, what do I

do now?" What they will send you in the guise of memberships is fabulous. Somebody wants a book list, what is my discount, and all that sort of thing; they have nothing to do with memberships but come under business administration. If you can tell people brutally that they are off-line when they try to disturb the membership chain you'll find memberships don't occupy very much time. But if everything comes in on the line that appertains to members, including the policy that the Association Secretary should make, which they try to throw away, why then you have a mess.

The reason why memberships belong to CF is because change of address otherwise splits and you have two departments of change of address, so you just change all addresses. Now when you get a change of address you change it in the file. You always put the latest address on top. By the way, the way a file is kept may be important. You file with the earliest date at the bottom, progressing towards the latest date at the top and when the file is dragged out, held in the left hand and opened you will find your left thumb on the last communication; therefore they are filled, as you face the file in the drawer, with the top of the letter on the right and the bottom of the letter on your left. Now make sure you've got that.

The redistribution of files, by the way, is simply done straight into the drawer, you see; but "hot prospects" that look warm will very often have to be indicated by the auditors themselves so they have to be in front of us; and they are put in the "hot prospect" file and not back in the drawers. If you have an ABCD set of stationery boxes and park them on top of the files, stuff coming in to be filed, first filed into these ABCD categories and then re-filed into the drawers which are now open will save you a lot of clutter and running back and forth. In other words, these ABCD boxes are a "pre-file".

I think that is a very thorough rundown now on CF and Procurement. It's really CF, Procurement and Memberships and when you tack Memberships onto that you have everything.

---

The question of "how do we identify a member in the file system" is served by checking the membership stencils and lists against Central Files and entering them into the files. This could be as an innovation additionally flash marked on the file, so that could have another colour which doesn't really give us another category by the way, it's a flash mark. You'd better put a flash mark on all those that are members. You'll have to dig them out of the membership file.

An additional point-"hot" files should additionally be identified very easily or they would be put back in Central Files. This is a duty of the File Clerk.

Files are not to be handed out to members of the organization of whatever level, but such people as wish information from files, may come down and inspect the files in CF but may not remove them from the vicinity.

*The way an applicant letter is developed:* First an enquiry or a book order arrives. The book order goes into CF and is answered right away and a nice letter is written to him asking how he's getting along and if there's anything that he would like to know further about it. He enquirer is sent an information package by Shipping and you develop then into the succeeding categories. If Shipping falls down and doesn't have the facility to, or isn't able to send out these enquiry packets, straight away as soon as such a letter shows up ("I'm interested in the subject" -doesn't say whether he's read anything) you don't get very far. That info packet by the way must stress only ONE THING, and that is "buy these books"-that's all you tell him to do, buy a book.

The next point on this is that you try to sell each category the next category and that is how that is developed.

L. RON HUBBARD

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This material was taken from a meticulous discussion with the London Staff. HCO.

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[See also HCOP/L 15 May 1957, *Registrar*, page 310.]

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

HCO BULLETIN OF 16 JUNE 1957

### PEOPLE'S QUESTIONS

A Congress MUST-an Organization MUST ANSWER people's questions.

This is the primary public complaint-that Scientologists in the organization or out won't answer directly questions asked about this or that.

Understand it, answer it, make friends.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HASI POLICY LETTER OF 27 SEPTEMBER 1957

AR Hats  
Washington  
& London

### QUOTING PRICES

It has come to my attention that we have several times dismayed people on training or processing on their first contact with Scientology by quoting them high prices for training and processing.

Anyone doing this mistakes our basic mission, which is not the charging of high prices, but the dissemination of Scientology to the end goal of bringing a newer and better culture to Earth.

Indeed we dismay even a financial goal by quoting high prices at once to newcomers.

A better and more workable procedure is to follow the elementary lines with new people-have them read a book. Have them come in to a PE Course. Have them attend a Group Intensive. Get them on an HAS Course. The thing to do is to get them to do something about us or with us. The rest will follow.

Our goals in the long run or even a financial goal are best answered by the principle of gradient scales and by the stable datum of "bodies in the shop". Bring them in easy. Get lots of bodies in the shop. The rest follows.

This does not, of course, apply to selling people courses and three-week intensives for high prices when they're sure of what they're buying. If they're sure they'll buy.

Best,  
L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I  
(Issued at Washington D.C.)

HCO POLICY LETTER OF 2 OCTOBER 1958

Worldwide  
Distribution and  
Application

**SALE AND CONDUCT OF ACADEMY COURSES**  
(Refer to HCO Policy Letter of 1 October 1958)

As of October 15, 1958, effective date, the circumstances and enrollment procedures of courses are changed worldwide.

While the administration must yet be set up the fact and advertisements exist as of October 15, 1958. Even if it isn't done don't put anybody on wait while we scramble. Sign them up and somehow deliver.

Basically: A student may enroll for a course as before but he must understand it will require a year from enrollment date to get his certificate because of *Extension Work*. We then have two phases of training: Extension Work done at home, and Class work done at the Academy. His course in the Academy is still 8 weeks for HCA/HPA, London, 5 weeks for HCS/BScn, London, 6 weeks for HGS/DScn, London. He may do these weeks at once but he has other work to do as well. He is enrolled for a one-year course in each certificate status. He should not be discouraged by confronting him with this. It does not matter when he takes his time in the Academy so long as he does it. There are written work, exercises and reports on cases to be done before his final exam. It has always taken a year, you can say, to get any actual certificate. We are just now making a reality of it. He can audit people or do anything else he wants, but the time is one year from enrollment to certificate in any grade. He could take all Academy work for all three grades in 5 months all jammed up but he'll still have to complete his first year to get his first certificate. This is no gyp school. It takes three years to get the top rating and more time is spent on the mind and thetan in those three years than in 15 years of psychology or psychiatry. We're taking over the fields of the mind and spirit on Earth. Our people have to be good. Any applicant will agree to that.

**EXTENSION COURSES**

Anyone may enroll in an Academy course to HCA/HPA for £2.0.0 or \$5.00. He has to buy his texts (we give away no more texts after October 15, 1958 and allow only membership discount if he is a member). The enrollment is for one year. Any answer to his enrollment is to send him C.O.D. (permission to do so must be on the blank he sends in-blank to be in Certainty) a "Dianetics: Modern Science of Mental Health", hard cover. (Blank must also be able to say he already has it if he does.) He is sent directly by first-class mail his first lessons. Even if he has been in Academy he does these. They are printed lessons he has to fill out. He furnishes the envelopes and stamps. The lessons are uniformly simple. One is due back each week. The page is perforated at the bottom so a lower strip may be torn off by the Extension Course Director, written on and returned by first-class mail in an envelope. The student gets a nudging card if he fails to send in a lesson. These lessons are a chapter by chapter coverage of Dianetics: Modern Science of Mental Health only. They require mainly agreement. The student can go no further than Dianetics: Modern Science of Mental Health data (no practice) when we find it necessary to bring him in for his 8 weeks (preferable) or at least a Comm Course. Given his Comm Course, his next lessons still apply to Dianetics: Modern Science of Mental Health but now they are auditing practice lessons. We make him find locks, secondaries, engrams in several people. Then we bring him back for more training or (if he took his 8 weeks) we have him audit things out of people-locks, engrams, secondaries. We have additional lessons covering the remaining texts. The Addressograph Section takes these students' names and addresses and keeps the list up to date. Sets of envelopes, cards for file for lessons (that can be used as postal cards but are not stamped) for each week are run off and refilled as lessons appear from student (leaving the delinquents to be reminded by simply mailing the card).

The whole of this or any extension course is crisp comm line and accurate

administration. It is simple if it is prompt and neat. The whole project can be nicely ruined by poor administration on this. The quality of lessons should be good but are secondary to good thorough administration. People would always rather get a new theory or a dizzy plan rather than face these vital pieces of Mest and a systematic handling of them. Cards and file drawers are obviously vicious.

A plan of the course and how to do it is sent with the enrollment reply, plus an enrollment card he can show his friends to explain why he wants to practice on them.

Similar texts and enrollment measures are taken for the HCS/BScn course, and the HGS/DScn.

The texts for each of these courses are listed in HCO Policy Letter of October 1, 1958. No other textual or factual material is to be used and no further course booklets or pamphlets are necessary.

What is necessary:

Lesson tablets, in glued-together sheets like a writing tablet, 25 lessons to a tablet, each sheet being its own lesson. The sheet is perforated across the last 5th of the page. The student's name, current address, course, and answers, are all written by the student. The Extension Course Director writes any comment or grade on the bottom slip, tears it off and sends it back to the student. If no lesson came, a card goes to student reminding him. When it comes time for the student to come in for his course he comes in, pays for the week or weeks he takes, goes home, gets more work to do, is finally examined (either at home or at Academy [two different exams]) and when he passes he promptly gets his certificate. This is true for all three courses.

Certainty must at once carry ads and continue to carry ads for "Academy Enrollment-one year, do work at Academy and at home-Enroll now, E2.0.0, receive your first lessons." An enrollment blank that with f.2.0.0 enrolls him *must always be part of the ad*.

The idea of field training plus Academy training for a certificate and the fact of 3 years of training to the top will appeal.

Academy courses must be carefully geared to HCO Policy Letter of October 1, 1958. This scramble to "get the newest learned first" is giving us training disasters. Of course, the student would prefer facing a thought or theory or a quick think process to facing real live engrams, secondaries, and banks. So we don't train them well. They're not like 1950 Dianetic auditors-they're flinching these days.

*And who said you couldn't clear people by running engrams? You couldn't if you had no TRs and therefore ragged auditing and ARC breaks.*

Any time you write or say Dianetics today, define it-"Dianetics, that part of Scientology which stresses mental anatomy." That swings people into Scientology before they think about it. They are not then surprised to hear from the Academy of Scientology about Dianetics.

"A minister has to know mental anatomy before he can know the spirit," "The brain forms no part of the study of Dianetics," are two more lilies that must be gotten about even if only as bottom lines on a Certainty or Ability page.

---

This programme of 3 years training by I year stages is now begun. We'll just have to commit ourselves to it and cope with it and have it wheeling before the paper-back Dianetics: Modern Science of Mental Health gets in the drugstores next spring. So here we go.

Who activates all this? Why, you do, of course.

L. RON HUBBARD

LRH:md.rs.rd

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 AUGUST AD9

CenOCon

**PROMOTIONAL FUNCTIONS OF DEPT OF PrR**

To reach individual aspirants for training and processing by various communication means such as letters, phone, telegram and in particular, personal contact. Public lecturing and the visiting of groups by PrR persons or an Association Secretary are included in the promotional functions of PrR. Broad contact by means of advertisement is also a PrR function. PrR promotion is however mainly an individual matter. Amongst the promotional functions is the arranging of the lives of aspirants so that training and processing can be attained by them.

L. RON HUBBARD

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[Excerpted from HCO P/L 26 August AD9, *Promotional Functions of Various Depts*. A complete copy is in Volume 7, page 135.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 OCTOBER 1959

Convert  
Sec ED

**ATTENTION REGISTRARS AND BOOK  
ADMINISTRATORS**

Discounts by reason of memberships, status as pro auditors or any other reason do not apply to credit purchases.

Discounts may be given on cash sales only and sales or service paid in full. No businesses anywhere give discounts on credit purchases.

L. RON HUBBARD

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HCO POLICY LETTER OF 27 OCTOBER 1959

CenOCon

**PROCESSING OF CHILDREN ON THE HGC**

Children are to be charged full rates on the HGC. They are pretty difficult to audit so should be charged as much as grown-ups, unless there has been confirmation on this from LRH to do otherwise.

The only exception to full rates would be auditors, their husbands/wives and children.

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Norma Webb  
HCO Secretary WW  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. 1

HCO POLICY LETTER OF 29 MARCH 1960  
Reissued in Sthil

**HGC AND ACADEMY PRICES FOR MINORS**

CenOCon

(Cancels and replaces HCO Policy Letter of 27 October 1959)

The following two categories of minors are instituted for Academies:

1. A minor below the age of eleven (11) is not eligible for training at the Academy except by special permission of LRH.
1. A minor, to qualify for training at the Academy, must have reached his/her eleventh (11th) birthday and not have reached his/her eighteenth (18th) birthday.

The minor's training fee for the HPA and B.Sen. (HCA and HCS) courses shall be two thirds of the adult fee, whatever fee is in force.

The reason for disallowing minors below the age of 11 to attend the Academy is that such beings are, usually, still in need of special attention that would normally tend to create a situation of specialized care that would consume too much of the instructor's time.

**HGC PRICES FOR MINORS**

HGCs may accept a child of any age for processing (except psychos as per present policy).

Below the age of 14 years, a child will be charged full price at HGCS. They are pretty difficult to audit, so should be charged as much as grown-ups, unless there has been confirmation on this from the Executive Director to do otherwise.

**SPECIAL CATEGORY**

Between the ages of 14 and 18, minors will be charged two thirds of the HGC processing prices. (After the age of 14 children are easier to handle, and this price reduction is an encouragement to teen-agers to get processing.)

In the case of minors directly related to Certificated Auditors (their immediate family), the current discounts apply as before.

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Peter Hemery  
HCO Secretary WW  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 NOVEMBER 1960

Assn Secs  
HCO Secs  
Dir PrR

**URGENT PR R**

The following corrections of PrR have been made in Johannesburg and all Central Orgs are requested urgently to make certain that these corrections are in force in their PrRs.

No pc or student may be sent to D of P or D of T without having been signed up fully by PrR. D of P and D of T are not selling personnel.

D of P may increase required hours before technical acceptance of pc. In which case pc is returned to PrR for re-signing.

D of T may reject a student for health or security reasons, at which time PrR must re-sign for adequate processing. People with a Communist or subversive record or who are studying Scientology for use in other healing fields-psychology, medicine, psychiatry, psycho-analysis, Christian Science, may not be accepted for training.

The D of T always does a security check particularly of above points before accepting a student.

**LETTER REG-BODY REG**

In Orgs where there are two registrars or more, there must be a Body Registrar and a Letter Registrar.

The Body Registrar does not write letters, answer letters or engage in letter procurement except in times of slack when Body Registrar writes letters on an outflow basis only-never answers replies. This ceases the moment there are bodies coming in.

Body Reg logs all sign-ups, and handles paper work and finance regarding sign-ups, and keeps the records, but this again may not stop the body line.

With the Body Reg interviews of people, in person or by phone, come first, records second.

With the Letter Reg answers come first, followed by originated letters and info packets. Letter Reg keeps Body Reg informed of who is expected in and sees that Body Reg has the file.

Body Reg has reception and control of reception.

**TYPISTS**

Letter Reg lines have been blocked by lack of typists. Inadequate typist facilities are very poor economy.

Typists type Answer tapes or records before origin tapes or records.

**OUTFLOW**

If outflow or origin is down because Answer volume is up, hire an assistant Letter Reg.

**DIR PR R**

Where Dir PrR is also Letter Reg or Body Reg, he or she may not cross up the posts in violation of the above. If this combo is necessary it is better for the Assn See to be Dir PrR.

Dir PrR is sometimes ineffective on pure promotion. This stems from Dir PrR combining with Letter Reg or Body Reg. If there is a Dir PrR, he or she should be free to keep the lines flowing and to do broad promotion. If the Dir PrR is too tied down by Body Reg or Letter Reg type duties, it is better to change the title to Body Reg or Letter Reg and let the Assn See do Dir PrR assisted by HCO.

An overworked (on Bodies and Letters) Dir of PrR creates a camouflaged hole. It's better to keep in view that supervision of PrR and general promotion do not become neglected. By leaving the post open Assn Sec and HCO Sec can do supervision and general promotion.

**GENERAL**

PrR colliding as it does with the public, easily goes askew.

Watch it weekly.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 JANUARY 1962

Central Orgs

**COMMENTS ON LETTER REG DEPARTMENT**

This Policy Letter consists of data forwarded to Washington DC on the Letter Registrar Department. It is of interest to all other Orgs.

**LETTER REGISTRAR DEPT**

The system is *very* concise. Central Files contains folders of persons who have *bought* something. Not idle lists.

CF folders contain names of persons active in the last three years, who wrote to us or bought something.

Addressograph is the card file system of CF, and Addresso plates are tabbed and reflect CF *exactly* without further card files. Addresso gives Letter Reg card files from the Addresso plates.

Old Dianeticist list and correspondence are valuable and remain intact. This list should receive one mailing per year.

Ltr Reg and typists have their own office. CF and Addresso have their own office. These should be adjacent. Your test office on the first floor of 1812 can be given to Accounts. Ltr Reg and typists can be put in old Accts office. Excess plate cabinets go in waste space in the basement of 1810.

You must have:

1. Letter Registrar.
2. Typist or typists.
3. CF Promotion Liaison.
4. CF-in-Charge.
5. Address Clerk.

You need a crash programme done by *other than these* to sort out CF folders and activate them, make Address exactly tally with CF folders active, so Addresso becomes CF index. Get a CF that goes back to mid-year 1959. Keep inactive files handy so person's file can be activated if he writes in.

Restore the system of routing invoices to Address and CF, checking for plate and making one if not there.

The routine precision clerical actions are all shown to be missing here. And *this is* why there is low income, in addition to poor technology in the past.

The situation looks pretty grim unless the whole of the Letter Reg's department is brought into full order and action. It is badly understaffed. This is an unwise way to save units.

Please get it going.

L. RON HUBBARD

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[Note: The version sent to DC Org is HCO PL 16 April 1962, on page 268 of Volume 1.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
(Reissued from Washington D.C.)

HCO POLICY LETTER OF 30 AUGUST, AD 12

CenOCon

**GENERAL FORM OF RELEASE CONTRACT**

The following form is applicable for the preparation of all release contracts and should be put into effect as soon as feasible. All old release contract forms should not be used.

The general tenor of the contract states that the Central Organization takes full responsibility for clearing the individual to the state of "first goal clear" by reason of his enrolment in the HGC.

The person enrolling undertakes on his behalf to pay for processing delivered as per usual arrangements up to such time as he has attained the validated state of "first goal clear" as verified by HCO.

The contract makes no allowance for time spent in the HGC, gives no commitments or guarantee of actually attaining the state of clear, and does not in any way offer any inducement to the individual by way of special handling or treatment, but only states as above that the central organization takes full responsibility for processing a person up to the state of "first goal clear."

The individual on his behalf undertakes to continue forward to this state at such times and periods as is possible for him to make himself available for processing, and at his cost and expense.

The contract particularly stipulates that the individual must co-operate in this activity to the best of his ability and must not place obstacles in the way of attaining this desirable end, and will not obtain processing from other quarters unless by special permission by the Director of Processing of the HGC, the Association Secretary of the organization, the HCO Area Secretary, and the Continental Executive Secretary.

The Central Organization on its behalf will undertake to make the processing as feasible, as rapid as is compatible with the case level of the individual, and will give what advices and assistances as are necessary to make the activity as free from difficulty as is also compatible with this undertaking, but that in the case of any dispute as to this matter, the directions of the Director of Processing shall be complied with.

The above is the general form of the contract and legal phraseology and other materials should be as far as possible omitted from this particular document, which I am sure will be found adequately binding.

This form is to be accompanied by a contract which states that during the coming year the organization, in return for receiving the signed release form, undertakes to furnish processing to the individual at current and existing rates, and no increase, but that the offer is valid only from the *date of the offering letter*.

The undertaking of this contract and signature on the waiver is understood to cancel all earlier contractual hours of processing, but not to cancel any existing debts.

Unless returned within thirty days of receipt, the waiver has no value.

The contract also states that any person so signing will not have any rates raised on him by reason of the probable increase in cost of auditing in view of clearing success, and extended training requirements of auditors.

The above waiver and contract should be mailed at once to all those persons who were written to and told the Central Organization had them on their clearing list approximately two years ago, or in those areas where no such letter was sent. This document should be forwarded to all those people on the mailing list at once.

This in effect is a significant portion of the clearing programme of Central Organizations for Continental Areas.

L. RON HUBBARD

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Central Orgs  
BPI  
Publish in PAB  
and  
All Continental  
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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 FEBRUARY 1964

**FOUNDING SCIENTOLOGIST CERTIFICATE**

You have been with me, most of you, for many years. I appreciate that fact. I have been glad of your company and indeed could not have progressed without your support.

Now that research is complete a brand new dissemination programme is going on. There will be lots and lots of new faces. They will be welcome.

However, I want to be able to specially signify that you were in there with me in the beginning years prior to 1964.

Further, I want you to have the right to use all processes up to Class IV if you were trained before 1964 and want you to have the right to be audited on everything up to and including Class IV if you were not. This is the Old Timers Clause of HCO Policy Letter of November 26, 1963, at work.

If you were with Scientology before 1964 you were an old timer, a Founding Scientist. If you are to have the right to be processed on everything up to and including Class IV you will make out the enclosed application and send it to me at Saint Hill. Trained or not, if you were with me before 1964 you can apply.

If you know any other old timers, Dianeticists et al, tell them just to copy the application and send it in. They can't be audited above their class without this certificate without chancing an investigation.

You were here in the beginning years. You helped. This is my way of thanking you.

L. RON HUBBARD

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*Note:* Please fill out the enclosed application and send it to:

L. RON HUBBARD FOUNDING SCIENTOLOGIST AWARD, HUBBARD  
COMMUNICATIONS OFFICE, SAINT HILL MANOR, EAST GRINSTEAD,  
SUSSEX, ENGLAND.

A Founding Scientist Certificate will be sent to you by return mail. There is no charge or fee for this certificate.

Dead line: Applications received after January 1, 1965, will not be honoured.

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

FOUNDING SCIENTOLOGIST APPLICATION

(Please complete in BLOCK CAPITALS and send directly  
to L. Ron Hubbard at Saint Hill)

If more space is needed for your answers or other information, please attach extra sheets.

NAME: Mr. Dr.  
Mrs. Miss  
(Block Caps) (Circle one) Last First Middle

MAILING \_\_\_\_\_

ADDRESS: \_\_\_\_\_  
(Block Caps) \_\_\_\_\_ TELEPHONE \_\_\_\_\_ TELEX \_\_\_\_\_

PERSONAL Age \_\_\_\_\_ Sex \_\_\_\_\_ Occupation \_\_\_\_\_  
HISTORY:

Formal Schooling: \_\_\_\_\_

Work experience and other skills: \_\_\_\_\_

Business and Social Organizations and  
positions: \_\_\_\_\_

MEMBERSH The first year I contacted Scientology or Dianetics was \_\_\_\_\_  
IP:

Types of Membership held: \_\_\_\_\_ Dates held: \_\_\_\_\_

POSITIONS: Posts held in Orgs & the Field: \_\_\_\_\_ Dates held: \_\_\_\_\_

TRAINING Courses completed: \_\_\_\_\_ Given by: \_\_\_\_\_ Dates completed: \_\_\_\_\_  
HISTORY:

Certificates received: \_\_\_\_\_ Where awarded: \_\_\_\_\_ Dates awarded: \_\_\_\_\_

Highest CLASS awarded: \_\_\_\_\_ Where awarded: \_\_\_\_\_ Date awarded: \_\_\_\_\_

Give your own estimate of the value of your past training: \_\_\_\_\_

Give your future training plans and Classification goals: \_\_\_\_\_

Do you plan to attend the Saint Hill Special Briefing Course? \_\_\_\_\_

If yes, when? \_\_\_\_\_ If no, please give your reasons. \_\_\_\_\_

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Remimeo  
Tech Sec's Hat  
Qual Sec's Hat  
D of T Hat  
D of P Hat  
Registrar Hat  
Franchise  
Field  
BPI

HCO POLICY LETTER OF 10 FEBRUARY AD 14  
(Reissued on 23 June 1967)

**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.

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L. RON HUBBARD  
Founder

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Saint Hill Manor, East Grinstead, Sussex

Gen Non  
Remimeo  
Extra Copies for  
CF,  
Address and  
Typists  
Post Staff Board

HCO POLICY LETTER OF 15 MARCH 1965  
Issue I  
*URGENT*

**REGISTRARS, CF AND ADDRESS**

All registration, body registrars and letter registrars and all their functions and actions effective when posted on the Org Board now come under Division 1, HCO, as the Dept of Promreg, under the HCO Area Secretary. It is no longer under the Org/Assn Sec who will specialize in *delivery*.

Promreg Department includes the HCO Communicator, who now becomes *the Communications Officer*. The Dept includes reception, all means of communication, the Comm Centre, Org Board, CF and Address, mail and mailing and any other purely PROMOTIONAL- COMMUNICATION Function.

The Dept is under the Director of Promreg, just below HCO Area Secretary.

A full design of the Department will be forwarded.

Meanwhile DON'T DROP ANY EXISTING LINES OR TERMINALS THAT WORK.

DON'T AT ONCE MOVE ANY DESKS, FILES OR EQUIPMENT.

Work out and shift invoice over to Accounts as soon as possible. We don't have any accounting in Division 1.

Just let the matter be posted on the Org Board with the other changes of the board and let things gradually sort out. Then after a while you may wish to change some locations, etc, when you see how it all works.

However, as of NOW all the above functions are HCO Division Dept Promreg.

With this shift Registrars become Promotional Personnel with full concentration on getting in individuals for training and processing at a regular frequency and removing barriers to their coming in and distractions.

Registrars now or later may *not* discuss finance as they are no longer allied to that Department. Their whole task is to fill the place up with bodies *fast* and often and repeatedly who want training and processing and to make them want it.

Division 2 (Training and Processing) may not caution or influence Promreg regarding volume.

Registrars get bodies into the place and promote Scientology. They must *not* involve themselves as they have in letters or interviews with money or even bring the subject up. That is an Accounts function.

It is up to Accounts in Division 3 to get things paid for. It is up to Division 2 to accept bodies and train and process them. Registration is now Division 1.

The Registrar can't promise that Division 3 will waive payment or Division 2 will accept. All a Registrar is permitted to do is flood the place with bodies, get people scheduled for their training and processing at least a year in advance and fatten up that schedule also even when it looks full.

PROMOTION consists of getting names and addresses and contacting them and offering service to get them in. The more names, the more contacts, the more people. That's the whole story.

Knock off filling the place up with psychos attracted by our "mental curing". Two hours spent interviewing some pet psycho could dig up a hundred new names. Look for new people and ease off the old moth-eaten hangers on. Don't eat up old lists only. The old clientele will still come in. You get new names! And persuade them to get trained and processed! Get some Scientologists in the place. Get the people in that our promotion is aimed for. The able. Never talk rates. Just talk Scientology. That's what we promote. We don't promote money troubles.

Sell Grades in intensives. "Buy enough to attain Grade 0." Buy "Grade II". You know. Look over pc grades. They really work in promotion.

Dept Promreg is in a continuous Crash Programme of mailings, letters out, getting new lists and names, around and around.

Welcome aboard to HCO, Registrars, CF and Address and typists. You're in HCO now and we FLY!

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 MAY 1965

*TECHNICAL & QUALIFICATIONS*

*DIVISIONS*

*DIVISION 4 - 5*

*URGENT*

Remimeo  
Registrar HAT  
Tech Sec HAT  
Qual Sec HAT  
Org Sec HAT  
Dir Accts HAT  
Cashier's HAT

**AUDITING FEES**  
**PREFERENTIAL TREATMENT OF PRECLEARS**  
**SCALE OF PREFERENCE**

There is a definite and positive Scale of Preference for accepting and scheduling preclears (including students sent to Review) for auditing in the HGC and in the Case Cracking Section of the Department of Review.

Last on the list is any person who seeks auditing as a favour "to demonstrate to others what it can do" or "because of importance as a person". The auditing of someone just because the result would "prove" something or other or because the person has money or power and might donate, by firm policy since 1950, has been relegated to the "circular file" (the waste basket). Giving auditing away to such persons or their friends or children or psychotic brother in the asylum is in fact forbidden. Giving preference in scheduling to such persons is governed, when for pay, entirely by the Scale of Preference. Such bids are a snare and a delusion; it sounds good; it doesn't work out. Mr. Big takes his place in line with Mr. Little, and the Scale of Preference alone applies.

The person who *has* to be audited AT ONCE for desperate reasons is also governed only by the Scale of Preference.

The person who will only be audited by a certain or special auditor is also governed entirely by the Scale of Preference (See A).

**SCALE OF PREFERENCE**

Assignment of Auditor and Preferential Scheduling is governed as follows:

- A. Best Available Auditors, earliest possible commencement; *Pcs Paying full rate Cash in Advance with the longest consecutive auditing period purchased.* Where two pcs have to be chosen between for the best auditor, the one who has purchased the most auditing in consecutive periods is given the best auditor at the earliest moment. (It is obvious that to get a special auditor one should pay full public rate in cash even when entitled to Professional Rate. Otherwise there may be no pc requested auditor assignments. Buying additional auditing or offering a specified donation in addition to the full rate as per A can also influence the assignment of a requested auditor. The auditor does not have to accept.)
- B. Skilled auditor (but not specially requested auditor), early commencement; Full rate pcs whose credit has proven excellent and prompt by past experience.
- C. Good auditor, early commencement; Pcs paying cash in advance professional rate.
- D. Auditor staff available scheduling; Full public rate pcs with 501% deposit and unknown or not established credit.
- E. Interne Auditor and any scheduling convenient to org; Full public rate pcs requiring up to 75,170 credit, credit unknown.
- F. Any Interne Auditor, and any scheduling convenient to org; Professional rate requiring credit.
- G. Any student, any scheduling convenient to org; Total credit at any rate, credit unknown.
- H. Students who need practice, cases not supervised except for student check sheet in Examinations, scheduled randomly or by waiting list, charity or pcs on full credit of a pcs unknown nature.

In scheduling there is also the problem of matching Intern Auditor in pairs so they can crack their own cases.

This is normally done by Case Parity. Cases more or less the same in state of case should be matched up.

Auditors who goof seriously in handling specially assigned processes in HGCs or Case Cracking Sections and are removed from active auditing because of it as dangerous, are normally paired with the last one who goofed and they are assigned as a co-audit team and they are permitted to slug it out, getting a better reality on goofs and their cases in shape as well. This is not disciplinary assignment. It is prevention of case damage to others, both by giving them a reality and by advancing their cases. Their folders are carefully watched by auditing supervisors for false entries on auditing reports.

The whole theory of the above is not Cash. It will be found that those who will pay were the most able to begin with and have the greatest value to others. Their worth as persons is greater. Thus good, swift auditing brings up even this value.

I have never thanked myself for giving any concessions on fees or scheduling not based on the above. I can say with complete case histories that *giving* free service to those who demanded it or sought it has never resulted in any useful gain for Scientology. On the contrary some of our biggest headaches administrationally come from those who continually sought free courses and free auditing.

In the case of award auditing or training it is a different matter. Here it was worked for and deserved before the fact. The Registrar is never faced with such persons as awards are given staff and staff has staff staff auditors.

The "the world owes me a living" preclear (or student) is a candidate for the Better Dead Club. There were two branches of this Club, by the way-Better Dead for their own sakes and Better Dead for the sake of others. *Demands* by individuals for free service on any pretext should be given a light, airy laugh. It doesn't do anybody any good, often not even the person who received it.

Real charity cases who never pay are actually hard to find. In Charity Auditing one must always give them a chance to pay.

A Registrar's matter of fact attitude about paying for auditing or training is a valuable asset. Giving the person a problem about how and what they'll pay is poor Registraring. Don't make them choose about paying in full or not paying in full. Just tell them "Go to the Accounts Cashier". An evil laugh when they advance the idea of some tiny down payment on auditing and a remark, "Well, that would put you on the waiting list and give you a new student," might be very effective.

Printing up the above preference scale for presentation to falterers on payment might be effective.

Accounts must always give Scheduling Personnel a copy of the invoice.

Accounts must mark the Invoice clearly as per the above preference scale.

Scheduling may *only* be done by scheduling personnel and must be done in accordance with the above Scale of Preference, and the prospective preclear already in the office (not on promotion lines) should be informed that the above scale exists.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 MAY 1965

**MEMORANDUM OF AGREEMENT**

To be signed by all preclears audited on  
Power Processes and filed in Certs and  
Awards Files

Remimeo

**HUBBARD ASSOCIATION OF SCIENTOLOGISTS, INTERNATIONAL, INC. of Arizona**  
**HCO Division, Saint Hill**  
**MEMORANDUM OF AGREEMENT**  
**concerning the attainment of a State of Release**  
**MEMORANDUM OF AGREEMENT between (full name and permanent address)**

---

(hereinafter called "preclear") of the one part and Hubbard Association of Scientologists, International, Inc. of Arizona, (hereinafter called "the organization") of the other part:

WHEREAS certain auditing is being undertaken on processes called the POWER PROCESSES, and whereas these processes requiring great skill to run correctly are restricted in use to a Class VII Auditor:

NOW IN CONSIDERATION of the organization releasing the preclear with Power Processes, the preclear undertakes (1) not to use these processes on other persons until properly trained to Class VII or to publish these processes, or give them verbally or in writing to others to run on people, (2) if any use or publication of the Power Processes is undertaken by the preclear, he or she is to forego any further training or processing to Clear.

Dated \_\_\_\_\_

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

SIGNED by the said \_\_\_\_\_

in the presence of:- Signature \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Occupation \_\_\_\_\_

---

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["The Memorandum of Agreement signed by all preclears undergoing Power Processing is to be filed in the preclear's auditing folder." L. RON HUBBARD, HCO Policy Letter of 5 July 1965.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Gen Non  
Remimeo  
Qual Div HATS  
Tech Div HATS  
Registrar HATS  
ACCTS HATS

HCO POLICY LETTER OF 23 MAY 1965  
Issue II

**REBATES**

No rebate may be given any preclear for any reason on his or her processing.

Some cases are more difficult than others and give auditors more trouble.

A case can be sufficiently enturbulative that an auditor can be diverted from his task and commit minor errors resulting in an apparent loss of time.

The more resistive case also causes a D of P to fumble on occasion.

The auditors and case supervisors try their best and do the best possible under the circumstances.

To claim a pc "lost time" in auditing because of an error in choosing processes or having to reflatten one, is highly fallacious.

The usual pc does not lose such time under the same auditors and D of Ps.

We do our job as best we possibly can and when we know more we do more.

We are already the only agency anywhere that can increase IQ and resolve human problems.

We handle a living thing-life.

We do our best.

Sometimes a pc throws us a curve with a rough case, bad between session behaviour, roughing up auditors and D of Ps. It is natural that goofs occur on such cases.

We retrain auditors who are routinely erring and we do all we can to ensure good case gains. We don't permit squirreling. Our Ethics are stronger than any other organization's.

Pcs who claim "lost time" or ask for rebates of part of their auditing time for any reason except no auditing whatever (meaning no session of any kind, no auditor or pc in the room) should be turned over to Ethics. They are rough cases and tend to be suppressive.

We are selling hours of auditing and what that is is for us to judge.

Further, no auditor may rebate any part of a pc's fee personally or be made to rebate it, as to do so is to shatter any possibility of delivering auditing at all.

Auditing is already the cheapest form of treatment there is. It is cheaper without any argument in favour of time taken to get a result-that is bonus. Medicos, surgeons, psychiatrists, psycho-analysts charge the Moon for nothing or even for damage. We are not in their line of business. But fees can be compared. It is nothing for a psycho-analyst to charge f,9,000 for a course of treatment! A US surgeon thinks nothing of a \$5,000 bill. The Mayo Clinic doesn't think twice to send a bill for \$35,000 or more to the widow of their patient.

The government pays in some countries. And that too is high.

By rights our minimum fee for a 25 Hour Intensive should be f,250 or in the US \$820. If we only processed, we would have to charge that. It takes several people to deliver real auditing to a preclear. The field auditor usually goes broke even on high fees. He just doesn't pay out the salary needed to give the pc proper service.

How much is a man's life worth to him? How much is it worth not to die at all? I'm afraid it has no price tag.

We are selling actual salvage from Death itself.

Rebate. How silly. The person was lucky we were around at all and took an interest. We don't *have* to do anything for anybody. Remember that. We can lose interest in certain people, too, you know.

No org has to accept anyone it doesn't want to for training or processing.

No Auditor has to accept a pc he doesn't honestly want to help.

No Supervisor has to train any student he doesn't want to train.

We sell pearls for pennies already.

L. RON HUBBARD

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Saint Hill Manor, East Grinstead, Sussex

Gen  
Non-Remimeo  
Dissem Sec  
Registrar

HCO POLICY LETTER OF 23 JULY 1965

**PRIORITY OF POWER PROCESSING**

Due to the growing waiting list of pcs at Saint Hill for Power Processing to Second Stage Release, we are now limiting it to Org Staff members and Founding Scientologists.

Preference by rate paid for it still applies, but no one will hereafter be accepted for Power Processing at Saint Hill who is not a Founding Scientologist or on the staff of an official org.

Those who helped deserve first the benefits of these new breakthroughs.

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Saint Hill Manor, East Grinstead, Sussex

Applies to St Hill  
only  
St Hill Staff  
orgs for Info only  
Post Org Staff  
Board

HCO POLICY LETTER OF 30 NOVEMBER 1965  
(Replaces HCO Policy Letter of 20 September 1965  
which had incoff ect routing)

**POWER PROCESSING  
FOR THE PUBLIC**

Due to training sufficient numbers of auditors up to Class VII, all restrictions on Power Processing members of the public are removed.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 1 SEPTEMBER 1965  
Issue IV  
*[Excerpt]*

Gen Non  
Remimeo

**LEGAL ASPECTS OF SIGN UPS**

No persons may be admitted to an Academy or HGC who have not signed waivers (release forms) of the old type.

All such waivers must include a statement that the person is there on his or her own determination and that the person has no record of being committed in an institution or has a criminal record for felony.

Persons with such commitments or records should be referred to a field auditor near their home and refused training or processing at the organization.

Persons suspected of purely medical illness should be referred to a doctor for competent treatment if such a doctor or treatment exists.

Minors must have their parents or guardians sign the waiver and any note for time payments.

Known trouble sources as per recent HCO Policy Letter, all of which remains in force, should be required to straighten up their lives before enrolling or signing up for processing or should be forthrightly refused.

Anyone objecting to an E-Meter check should be refused entrance.

Thus by keeping the legal aspects straight you will be able to help the many and not be messed up by a few. For a very few such people (21 to be exact) were the sole sources of grief in the 1950 boom.

To have a boom, you have to keep your nose clean legally or you can be stopped by the enturbulence generated, both in the org and the public. Such enturbulence is all that shortens your lines or overworks staff.

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[Excerpted from HCO Policy Letter 1 September 1965, Issue IV, *Some Tech Div Policies*. A complete copy is in Volume 4, page 75.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 SEPTEMBER 1965  
Issue IV  
(Amends HCO Policy Letter of 21 May 1965)

Remimeo

**MEMORANDUM OF AGREEMENT**

To be signed by all preclears audited on  
Power Processes and filed in the preclear's  
auditing folder

-----  
HUBBARD ASSOCIATION OF SCIENTOLOGISTS, INTERNATIONAL, INC.  
of Arizona  
HCO Division, Saint Hill  
MEMORANDUM OF AGREEMENT  
concerning the attainment of a State of Release  
MEMORANDUM OF AGREEMENT between (full name and permanent address)

-----  
(hereinafter called "preclear") of the one part and

Hubbard Association of Scientologists, International, Inc. of Arizona, (hereinafter called "the organization") of the other part:

WHEREAS certain auditing is being undertaken on processes called the POWER PROCESSES, and whereas these processes requiring great skill to run correctly are restricted in use to a Class VII Auditor:

NOW IN CONSIDERATION of the organization releasing the preclear with Power Processes, the preclear undertakes (1) not to use these processes on other persons until properly trained to Class VII or to publish these processes, or give them verbally or in writing to others to run on people; (2) if any use or publication of the Power Processes is undertaken by the preclear, he or she is to forego any further training or processing to Clear; (3) to pay for any Review ordered by the D of P, before, during or after his or her being audited on Power Processes (on the understanding that this Review will only be done in order to put the preclear's case into condition to benefit from the Power Processes); (4) to abide by any and all rulings specifically made by the Ethics Section concerning the preclear, if any are necessary, as it is understood that only actions necessary to put his or her case into condition to benefit from the Power Processes will be made.

Dated \_\_\_\_\_

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

SIGNED by the said \_\_\_\_\_

in the presence of:- Signature \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

Occupation \_\_\_\_\_

\_\_\_\_\_  
L. RON HUBBARD

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Saint Hill Manor, East Grinstead, Sussex

Remimeo  
Tech Div  
Qual Div  
Dissem Div

HCO POLICY LETTER OF 24 SEPTEMBER 1965

**FREE RELEASE CHECK**

When a person comes in for a Free Release Check only, the invoice is to be clearly marked FREE RELEASE CHECK, NO CHARGE.

When a person comes in for a Free Release Check and Rehabilitation, the invoice is to be clearly marked FREE RELEASE CHECK AND REHABILITATION with the proper price for such invoiced.

This is necessary so that no-one can be declared RELEASE unless signed up for Rehabilitation.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 25 OCTOBER 1965

*Tech Div*  
*Qual Div*  
*Dissem Div*

**SAINT HILL SOLO AUDIT COURSE**

(Effective 1 November 1965)

Remimeo

OF PARTICULAR INTEREST TO POWER PROCESSING PRECLEARS

Solo Audit Course is inaugurated at Saint Hill for those non-professional preclears who, obtaining Grade V Release, wish to go on to Grade VI and Grade VII.

It is to be fully understood that this course applies only to solo audit and gives no auditor certificate but only a grade of Release certificate when complete. A person taking this course is not to audit others above any auditor class the student actually holds.

It is further to be fully understood that any trouble the solo auditor gets into must be resolved by a proper Class VI auditor in an organization and that such assistance is at the student's own expense and is not part of the offered courses. Such help is called A SOLO AUDITOR ASSIST and is charged at existing auditor rates by the whole hour for all hours and any part of an hour. Such SOLO AUDITOR ASSISTS are normally given by the QUALIFICATIONS DIVISION. They consist of by-passed charge assessments using standard lists, track analysis to find where the solo auditor has gotten to and case analysis to discover what is wrong. They also include rehabilitation of a release state overrun. They do not consist of auditing the materials for the grade.

SOLO AUDIT COURSE  
GRADE VI

Prerequisite: Grade V Release. Full and unqualified Ethics Clearance.

This course consists of the following:

The parts of life-thetan, body, mind, physical universe, engrams.

Vocabulary for parts of the E-Meter.

Elementary E-Metering.

Elementary Solo Auditing on PTPS, etc.

Keeping an Auditor's Report.

The history of Dianetics and Scientology.

Vocabulary for the bank as used in the film *The Pattern of the Bank*.

The film *The Pattern of the Bank* and any other pertinent film with *full* checkouts on its data (not just viewed).

Whole track data.

R6 EW technology.

Solo Auditing to Grade VI Release.

Release Certification when attained.

When this course is completed, the Grade VI Release is eligible to enroll on the Saint Hill Clearing Course on a solo audit basis for Grade VII Clear. No other certificate will be given than a grade certificate. And the person is given no right to audit others. But the person may attain Clear by this route.

(Note: This is the non-professional route specified in the earlier Gradation programmes.)

## ARRANGEMENTS

The Solo Audit Course Grade VI will be taught in the Technical Division Department of Training Saint Hill. It will be called Unit E-One and will be handled by the E-Unit Course Supervisor who, in case of numbers, may have an E-One Supervisor under him to handle this course.

This course absorbs the R6 EW Short Course taught to org executives who were not properly classed for the Saint Hill Course. All students of the R6 EW Short Course are transferred to the Solo Audit Course, the materials being similar.

The course has already been piloted and was found to be successful.

This course in no way supplants the Saint Hill Special Briefing Course or Academy Courses O-IV and the student is warned that the course is designed to make Wm or her only a solo auditor and in no way prepares one to audit others or handle others with Scientology and that if any certification or Classification or full understanding of technology is required the student of the Solo Audit Course will have to begin with lower classification training. It is however admitted that a Grade VI Release would have little trouble with the lower levels of training and that a Clear would have no trouble at all.

## SPECIAL ARRANGEMENTS

Where a person has gone Grade VI Release by reason of earlier auditing on goals as happened occasionally prior to 1965 (they had gone up through all grades unknowingly and these were rehabilitated after the fact) the student yet must successfully complete the Solo Audit Course in order to qualify for the Clearing Course and in no case will anyone be enrolled on the Clearing Course unless the Solo Audit Course has been passed.

Persons enrolled on the Saint Hill Special Briefing Course take a longer professional version of the Solo Audit Course as part of their training and as covered by their enrollment fee at this time.

The price of the Solo Audit Course is £275.

An additional fee of £275 is required for the Clearing Course.

An HCA certificate from an Academy is required to enroll on the Saint Hill Special Briefing Course.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 NOVEMBER 1965

St Hill only

### **TRANSFERS FROM SHSBC TO SOLO AUDIT COURSE**

Students wishing to transfer from the SHSBC to the Solo Audit Course may do so only with permission of LRH.

Full credit is allowed for any sums not consumed by the Saint Hill Special Briefing Course.

Compute as follows-Number of weeks on SHSBC times £11.9.2 subtracted from £275 equals amount to be credited toward the Solo Audit Course.

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Gen  
Non-Remimeo  
Applies to SH  
only Registrars  
Cashier invoicing  
and Qual Div info  
other orgs

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 6 JANUARY 1966

**CREDIT AND DISCOUNTS  
DISCOUNTS**

Relatives of staff and students are not entitled to discounts.

Discounts are not additive on courses and processing. A person does not get a 50% discount as a student and then 50% of that as a staff member. Only one discount counts at a time. Also one cannot have a 50% discount as a student or staff member and then 20% more as a Life Member.

The person receives only one discount on courses and processing. It may however be the largest single discount to which he is entitled.

At Saint Hill Membership discounts count only on sales items such as books, insignia, meters. But if a student discount also exists it is not added to. The largest single discount only is given.

**DEBIT INVOICES**

Student and pcs may not be extended into unpaid courses or hours of processing by debit invoice. When a person's paid processing is consumed, and he requires more lie or she pays for it before being given more.

**ORG CREDIT**

Only credit for the Internship was given to some orgs.

No other courses or intensives are given for credit to org staff from other orgs.

The Org Executive Course is awarded occasionally by SEC ED. Otherwise it is paid for.

When an org has been given special credit for a certain Saint Hill service it is in writing and specifically arranged by the Executive Director beforehand. Unless this evidence is presented no org gets any credit.

**CREDIT PROCESSING**

No further credit pcs, in whole or in part, will be accepted at Saint Hill, excepting only those specifically promised credit in writing or booked as credit pcs prior to this date.

As with courses, processing is paid in full in advance.

Further processing must also be paid in full in advance.

## QUAL CREDIT

Qualifications (Review) actions may be signed up for credit but only to the sum of LIO.

No certificates or awards are issued until a person has an Accounts Clearance marked paid in full at Saint Hill.

## COURSE CREDIT

Credit for courses has never been permitted at Saint Hill.

No Saint Hill course may be had on any credit, part or full. This applies to the SHSBC, the Solo Audit Course and the Clearing Course.

## REASON

No organization can exist extending credit in vast quantities and the policy at Saint Hill has always been no credit.

Therefore anyone extending credit at Saint Hill for Courses or the HGC Service after this date is liable to an Ethics charge of a crime as it is detrimental to the survival of this organization no matter what arrangements are made.

-Aside from material reasons when we give credit service-training and processing we deny full attention to those who *are* paying. Thus we cannot but give poorer service all around if we give credit service.

Our purpose in this is to keep service quality at Saint Hill very *very* high. To do that we have to provide that service. When we give credit, we spread ourselves too thin for quality.

L. RON HUBBARD

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[See also HCO P/L 7 January 1966, issue 11, *Credit*, Volume 3. page 201.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 AUGUST 1966

Remimeo

**SIGN UPS AND DISCOUNTS**

As a result of a Board of Investigation, WW, No. 1653, 27 July 1966, Monica Quirino, Chairman, the following policies are adopted regarding sign ups and discounts in all organisations:

1. A separate contract shall exist for each item signed up for, including all processing and training. The contract covers what is actually being paid for.

A copy of the contract shall be handed cashier who is to verify its accuracy and receive the money for service and who is then to file this copy.

The contract shall specifically note all discounts being allowed and if any allowed, the status of the person signing up shall be noted on the contract.

2. Persons shall verify their status of membership or staff member for discount purposes by displaying a current membership card or a staff member card signed by the HCO Area Sec.

Where a person is not currently a member he shall be signed up for membership by the Registrar and this shall be paid at the time the other sign up is paid for.

3. The Cashier in issuing an invoice copy for any different type of membership or service than the pc or student now has, shall issue a card directing the person to Certs and Awards.

4. Certs and Awards, to which the student or pc or staff member is so routed shall issue, after examination of the invoice, a badge.

These badges are plastic transparent covers with a pin as used in Congresses.

They are flash-marked with a card on them as follows:

- |     |                       |       |
|-----|-----------------------|-------|
| (a) | SHSBC Student         | RED   |
| (b) | Preclear              | BLUE  |
| (c) | Solo Audit<br>Student | GREEN |

The person's name and the status is marked on each card and signed by Certs and Awards. The person is told to wear it at all times when around the org.

Certs and Awards issues the Membership card, if purchased, at the same time.

5. Staff members, on being employed, are to receive badges from Certs and Awards as follows:

- (A) Temporary Staff Member - Plastic Badge (GREY) marked "Temporary Staff Member" with the person's name.
- (B) Provisional Staff Member - Plastic Badge, Divisional Colour, with the person's name and post.
- (C) Contracted Staff Member, non-executive - a metal badge, gold coloured, to be designed and issued. Executive - a larger badge.

Until such time as such badges are available, a gold card shall be used bearing the person's title and name.

6. The Personnel Control Officer routes on staff members to Certs and Awards for badges by a mimeoed initialed slip.

All cards must be signed by Certs and Awards.

Falsifying a card shall be classed as a Crime.

Persons not wearing badges may not have any service.

L. RON HUBBARD

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HCO POLICY LETTER OF 13 SEPTEMBER 1966

Reniiemo All  
Staff and Students

**REQUIREMENT FOR TERMINATION ON THE SHSBC  
AND ENROLMENT ON SOLO COURSE**

It has been observed that among the early Clears Grade VA Release was an important gradient toward the achievement of Clear.

This Grade is no longer to be omitted by those who wish to enrol on the Clearing Course.

It is now required that all students achieve Grade VA Release as well as Grade V before they may terminate from the Saint Hill Special Briefing Course.

It is also a requisite that all students enrolling on the Solo Course be Grade V and Grade VA Release.

The gradient from Grade V to Solo Auditing and then the Clearing Course will then be much smoother and easier.

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HCO POLICY LETTER OF 18 MARCH 1968

Remimeo

**DIANETICS IN ORGANIZATION**

Cancels all previous references in Policies or EDs on not charging for Dianetics.

Because Straight Wire, Secondaries and Engrams are now a must for raw meat, (HCOB 16 Jan 68) organizations will sell these three as a package costing the same as a Grade.

It can be well promoted as being three for the price of one, since each is run to a release point. It can also be stressed that modern tech has reduced the time considerably from the "hundreds of hours" it used to take.

The Org must remember, however, that this in no way enters us into the field of the insane or the field of healing. (See HCO PL 2 Aug 66). Anyone violating this must be heavily dealt with by Ethics.

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Lt. Fred Payer SEA ORG  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 APRIL 1968  
Issue III

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**PARENT OR GUARDIAN ASSENT FORMS**  
(Reissued from Guardian ED 30 Int of 26 Sept 1966)

The Legal Director WW has written up the following form for use when students audit minors.

This form is to be filled in by the parent or guardian of the minor concerned and is a prerequisite before any Scientology processing can be undertaken.

**PARENT OR GUARDIAN ASSENT  
TO SCIENTOLOGY PROCESSING**

I \_\_\_\_\_  
of \_\_\_\_\_  
do attest that I give my full consent for my  
child/ward \_\_\_\_\_

\_\_\_\_\_ to be audited on Standard Scientology Processes  
by \_\_\_\_\_ (Auditor) and that I understand  
that the Auditor is a student of Scientology which is known to be a spiritual and religious guide  
intended to make persons more aware of themselves as spiritual beings and not treating or  
diagnosing any human ailments of body or mind whatsoever.

Date \_\_\_\_\_ Signature \_\_\_\_\_  
Address \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Proposed by:  
Ron Reynolds      Legal Director WW  
Terry McClurg     Legal Secretary WW  
Joan McNocher     D/Guardian WW  
Mary Sue Hubbard   The Guardian WW

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for  
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Founder



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Remimeo  
Ethics Officer Hat  
Registrar Hat  
Address Hat  
Franchise  
City Offices

HCO POLICY LETTER OF 29 JUNE 1968  
Div I - Dept 3 - Ethics Section

**ENROLLMENT IN SUPPRESSIVE GROUPS**  
(Amends HCO PL 28 Dec 1965 of Same Title)

Any person found to be connected to a Suppressive Group may not thereafter be enrolled in the Saint Hill Solo Audit Course or the Clearing Course.

Suppressive Groups are defined as those which seek to destroy Scientology or which specialize in injuring or killing persons or damaging their cases or which advocate suppression of Mankind.

It does not matter whether the person so connected disconnects or handles, or whether the connection has been previously severed.

The reason for this policy letter is to make it extremely difficult for suppressive groups to acquire data they could then pervert and use to harm others.

If a person was a member and left, it still remains such a person must have had some basic agreement with the motives of the suppressive group.

If we do not hold this rule we may find our task made harder by the abuse of data. We do not want, ever again, the epidemics of implantation to recur and will do all in our power to deny data to any who might pervert it to such use.

A person so denied access to upper level data may not receive it ever unless the group of which he is or has been a member is completely abolished and dispersed,

Ethics files in all orgs must contain the names of such persons.

Neither may such a person ever become a staff member of a Scientology organization without special clearance from LRH Ethics Authority Section, Dept 27, WW. Anyone on staff found to have been a member of a suppressive group must be sent to this section for clearance.

**NAMES PERSONS ENROLLED IN SP GROUPS OR DECLARED SP MUST BE CIRCULATED TO ALL FRANCHISE HOLDERS, SCN OFFICES AND ORGS AS AND WHEN DISCOVERED. THEY ARE NOT COVERED BY ANY AMNESTY AND MAY NOT HAVE ADVANCED COURSES UNTIL GROUP DISBANDED. SUCH PERSONS MAY NOT BE EMPLOYED BY ORGS OR OFFICES AND IF FOUND EMPLOYED IN ANY CENTRE THAT FRANCHISE WILL BE CANCELLED. PERSONS OF SP GROUP MEMBERSHIP OR DECLARED SP MAY NOT BE FSMS.**

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Founder

[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 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 cooperation 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.

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HCO POLICY LETTER OF 19 MAY 1969  
(Cancels HCO PL 7 May 1969  
Issue II Same Title)

Remimeo  
Dianetic Course

**HUBBARD STANDARD DIANETICS  
COURSE POLICY**

1. The checksheet of the Hubbard Standard Dianetic Course as contained in HCO Policy Letter of 7 May 1969 Issue I may not be altered without the authorization of L. Ron Hubbard.
2. The course time should not exceed one month.
3. The price of the course is \$500 in the US or 1125 Sterling or equivalent in the UK and South Africa and the equivalent of f, 150 Sterling in ANZO. This includes the Supervisor's Section.
4. Only cash may be accepted and no credit allow ed.
5. The Standard Dianetic Course may only be taught by Standard Dianetic Supervisors with a Hubbard Dianetic Graduate Certificate. Qualification is graduation from the HSDC including the Supervisor's Section.
6. The HSDC may be taught in any official Scientology Organization, Franchise Center, or Gung Ho Group by a QUALIFIED PERSON.
7. Students may take their Pre-auditing examination at the Franchise Center or Gung Ho Group at which they do the course. Org Qual Divisions are to supply copies of the examination to Franchises and Gung Ho's who run the HSDC, which are confidential. However, in order to maintain the standard, the students' requirements for certification must be examined by the Qual Examiner of an official Scientology Org. This may be done by mail, by the Franchise or Gung Ho sending to the Org Examiner the full Auditing Reports, Worksheets, Pc Examiner forms, etc (i.e. the students' preclears' folders) of the students' auditing on the course showing that the auditing requirements of HCO Bulletin of 6 April 1969 Issue 11 have been met by the student, as well as his checksheet attested by the student as completed. The pc folders will be returned to the Franchise or Gung Ho Group after examination.
8. Only the Qual Div of an official Scientology Org is authorized to issue a Hubbard Dianetic Graduate certificate. It must be promptly sent to the student upon his passing the Final Examination.
9. This course may not be taught as part of any other course.

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Tony Dunleavy CS-2  
for  
L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Remimeo  
Dianetics  
Checksheet  
Div 6

HCO POLICY LETTER OF 23 MAY 1969

**DIANETIC CONTRACT**

This form is a standard offering and promotion form for preclears for Dianetic Auditing.

**DIANETICS**

**FULL REFUND IF YOU DO NOT GET WELL THROUGH AUDITING.**

Anyone accepting this offer must also agree to receive if required a medical examination and any effective treatment for any entirely medical illness he may have both before and after auditing.

The extent of the refund will consist of the exact fee paid.

The claim for refund must be made within three months of the conclusion of the auditing.

If the fee is refunded no more Dianetic or Scientology auditing or training may be given to the person.

Medical illnesses which beforehand could not be cured medically usually respond to medical treatment after some auditing.

Auditing after such medical treatment tends to stabilize the medical cure and prevent relapse.

A standard release form covering these points must be signed by the applicant.

Some large percentage of Man's physical ills are psychosomatic and respond directly to auditing.

Only auditing done by Hubbard Dianetic graduates in official organizations are covered by this offer.

**WHY BE TIRED?**

**WHY BE IN PAIN?**

**WHY FEEL BAD?**

**AUDITING CAN MAKE YOU FEEL WELL AND HAPPY WITH LIFE.**

**OUR ORGANIZATIONS ARE FRIENDLY. THEY ARE ONLY HERE TO HELP YOU.**

---

These points above are to be included as additional clauses in our release forms.

**IF ANYONE EVER DEMANDS A REFUND UNDER THIS OFFER** make him or her sign an undertaking never again to purchase training or processing and **A RECEIPT IN FULL** and **GIVE THEM THEIR MONEY BACK ON A MINUS INVOICE AT ONCE.** Do not make a long argument out of it or a long drawn out Admin action.

By paying these claims quickly, getting the promise not to have more auditing or any training and getting a receipt **YOU ACTUALLY BUILD CONFIDENCE.**

It is fully understood that this campaign applies to **DIANETICS.**

Trying to sell Scientology to make physical health has been a betrayal of Scientology. The subject that made bodies well was and always has been Dianetics. Scientology increases ability and gives one immortality. Refunds for Scientology services are governed by the older policies which remain in force.

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The first line, **FULL REFUND IF YOU DO NOT GET WELL THROUGH AUDITING,** can be posted in any display space. If so, a small printed complete leaflet as written above should also be displayed so they can get all the facts.

Persons asking about this should be handed the leaflet.

New additional leaflet should also be available and handed out at the same time:

**DIANETICS**

Dianetics (via-through, noos-mind) has been 39 years in development.

It is the first fully precision science of the mind.

Physical illness, aches, pains, continual exhaustion, body malfunctions are created or held in an unchanging state by the mind. This is called psychosomatic (psycho-spirit, somatic-body) *illness*. It has been known about for a century but there has never been a positive remedy before Dianetics.

Auditing (it means to listen) is a term given to the application of Dianetics.

No drugs, no hypnotism, no mechanical treatment is used.

The actual source of psychosomatic illness has been isolated in Dianetics.

Processing is the action of an auditor letting the preclear (person not yet cleared) find the actual source of his physical illness.

Processing requires usually 25 hours or less.

Various forms of mental therapy were in existence before Dianetics. These were psychology, psychiatry and psycho-analysis.

Psychology and psychiatry were developed chiefly by a Russian veterinarian named Ivan Petrovich Pavlov (1849-1936). His basic principle was that men were only animals and could be conditioned and trained much like dancing bears or dogs. This work was only intended to CONTROL people and so has found great favor with certain rulers and upper classes. None of the activities of psychology or psychiatry were designed to help or cure, only to Control the masses.

Psycho-analysis was developed by an Austrian Jew Sigmund Freud (1856-1939). His occasional successes served to point out that there was a possibility of solving psychosomatic illness through addressing the mind. His concentration on sex gave the subject considerable popularity.

Dianetics was first released in 1950 and has been increasingly successful since that time. Unlike earlier studies, the interest of Dianetics was the relief of physical suffering.

The results of psychiatry are physically damaging, consisting of various brutalities and often injure the patient for life or kill him outright. There have never been any cures listed or claimed for psychiatric treatment as its interest lies only in control. The cost is about \$2000 a month often for years in America and E60 a week for as long as a decade in England.

Psychology is mainly used for testing aptitude or intelligence. It has counseling as part of its activities but it is more concerned with and financed for warfare.

These two subjects have bitterly contested any healing subject and use public media governments and even rumor to forward population Control. This action has often made it difficult to bring bonafide mental health to the people.

Psycho-analysis requires up to five years for an uncertain result and costs about £9000.

Dianetics requires only a matter of hours, only helps and does not physically injure anyone. It costs about \$25 an hour in the US and about £50 total processing cost in the UK.

There is no quarrel between Dianetics and general practitioners of the medical profession. They both have the same purpose (to make people well) and are not political. It is freely admitted in Dianetics that physical illness that can be effectively treated medically should be so treated. Auditing will not set a broken leg or deliver a baby. But it can help get the leg healed in two weeks instead of the usual six and after effects of childbirth do not exist when Dianetic auditing is also used.

Many people who cannot work, who cannot enjoy life, are physically ill without realizing it.

Aches, pains, colds, even malfunctions of the body are symptoms of illness.

See the Registrar.

(address)

---

Variations of the central ideas of these themes may be used.

But remember, Dianetics is pastoral Counseling and all HDGs must be ministers. Psycho-somatic means spirit-body. Look up "psyche" in the dictionary and you'll see.

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Founder

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HCO POLICY LETTER OF 23 MAY 1969

**PARENT OR GUARDIAN ASSENT FORMS**

The following form is for use when students audit minors.

This form is to be filled in by the parent or guardian of the minor concerned and is a prerequisite before any Dianetic processing can be undertaken.

**PARENT OR GUARDIAN ASSENT  
TO DIANETIC PROCESSING**

**PARENT OR GUARDIAN ASSENT  
TO SCIENTOLOGY PROCESSING**

I \_\_\_\_\_  
of \_\_\_\_\_  
do attest that I give my full consent for my  
child/ward \_\_\_\_\_

\_\_\_\_\_ to be audited on Standard Scientology Processes  
by \_\_\_\_\_ (Auditor) and that I understand  
that the Auditor is a student of Scientology which is known to be a spiritual and religious guide  
intended to make persons more aware of themselves as spiritual beings and not treating or  
diagnosing any human ailments of body or mind whatsoever.

Date \_\_\_\_\_ Signature \_\_\_\_\_  
Address \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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Tony Dunleavy  
CS-2  
for  
L. RON HUBBARD  
Founder

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

**HCO POLICY LETTER OF 3 JUNE 1969**

Remimeo

**DIANETIC COURSE PRICING**

The cost of the Hubbard Dianetic Counsellor Course (HSDC) remains as already issued-\$500.00 U.S. dollars and £125.0.0 UK sterling.

The cost of the Supervisors Course (with an HDC, the graduate of this course becomes a Hubbard Dianetic Graduate) is \$125.00 U.S. dollars or £30.0.0 in UK sterling.

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Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 JUNE 1969

**DIANETIC REGISTRATION**

(Revises HCO Policy Letter of April 6, 1969 Issue II  
Mainly in reference to Paragraphs two, seven and ten)

Remimeo

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 Dianetic 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 Dianetics 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 engram 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 pcs without medical advice or treatment as required.

Insane pcs are handled in this same fashion as they are mainly physically ill, need rest and no harassment. Insane pcs 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 46 operations", it is better to refuse them.

By insane pe 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 pcs 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."

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Founder

[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.*]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 SEPTEMBER 1969

Remimeo  
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Auditor

**OLD ACC STUDENTS**

Any and all persons who have ever enrolled in an ACC (Advanced Clinical Course) providing only that a fee was paid in full, is entitled to the following:

1. Full training as an HDG in the DAC of his nearest org or an SH or an AO.
2. Student Auditing in Dianetics and org reviews to resolve any possible case difficulties.
3. Assistance in obtaining any medical treatment indicated as necessary by competent medical examination.
4. A retread to Class VI in a modern SH Course.

No fees, except for any medical treatment indicated, may be charged for any of the services above.

All orgs, AOs and SHes are ordered to deliver the above services.

The Public Executive Secretary i~ to cause his division to unearth all past ACC records for names and addresses and to have his divisions send copies of this Policy Letter to all such former ACC students.

Those ACC students who have recently paid for the new Standard Dianetic Course may have the amount credited to AO levels or AO reviews on presentation of invoice to AOs.

It is the full intention of this Pol Ltr to ensure that old ACC students receive full benefit of modern technical developments. These students were once promised they would not have to pay for further training and this favour is offered to redeem that promise at least in part if not in full. I want them to be well and happy beings wherever they may not have fully achieved that goal.

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Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 SEPTEMBER 1969  
Issue II

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**TRIPLE GRADES**

No one may offer triple grades free of charge and any such offer after this date is nul and void.

A Class V is the only auditor authorised to audit triple grades.

Lower classed auditors may audit only single grades.

No triple grades may be audited on a pc after this date who has not been awarded a Standard Dianetic Completion Certificate. This certificate requires a well, happy human being as its end result. Usually this requires at least 25 hours of Dianetic Auditing and the auditing of a score or more of items by Standard Dianetics and may also entail in conjunction with auditing medical treatment for any physical illness or disease.

Standard Dianetic Completion tends to ensure full gains on Scientology Grades and the attainment of exteriorization with perception at AO levels. Without such Dianetic Completion upper level gains are often poor. Standard Dianetics has been an Out Grade in the past and is now easily achieved and should be thoroughly done.

Those who have had Scientology auditing and have not obtained full results should now get their Standard Dianetic Completion which is then followed by full upper level rehab and review at which time they should have achieved all they hoped for and considerably more.

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The Auditor

HCO POLICY LETTER OF 3 SEPTEMBER 1969

**FORMER HDAS, HPAs**

All persons who had achieved prior to the advent of Standard Dianetics, the certificate of HDA (Hubbard Dianetic Auditor) or HPA (Hubbard Professional Auditor) and who paid in full for the course are awarded as follows:

1. A Standard Dianetics Course at their local org full or part time.
2. Student Auditing and Reviews in their local org.

Both at 50% of the existing Standard Dianetics Course and Review fees.

Any person who has paid for a new Standard Dianetics Course in full who had already paid for an old HDA or HPA Course in full MAY HAVE THE FULL AMOUNT PAID FOR THE STANDARD DIANETICS COURSE CREDITED TO SCIENTOLOGY ACADEMY COURSES, TO A SH COURSE IF HE HAS HAD THOSE OR TO A CLASS VIII COURSE OR AN AO GRADE.

It is the full intention of this Policy Letter to assist any Dianetic Auditor to become an HDC and obtain thereby the excellent results available in using Standard Dianetics.

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HCO POLICY LETTER OF 3 SEPTEMBER 1969  
Issue II

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**SUCCESSFUL CLASS VIII**s

Any Class VIII auditor may have the new Standard Dianetics Course free of charge at his nearest org or an AO.

The additional certificate of HDG is required of Class VIII's so they can handle Case Supervision and Standard Dianetic Auditing as well as audit well in Standard Dianetics.

The certificate of HDG is a prerequisite (along with a Class VI) for all new AO Class VIII enrollees after the date of receipt of this Policy Letter.

**STANDARD DIANETICS**

The Course is available at AOs and SHes.

It has been found that the ability to audit Standard Dianetics well in its simplicity speeds Academy, VI and VIII training greatly and reduces failed students in the Academy, VI and VIII Courses to zero.

It is not the intention of this Pol Ltr to interrupt the plans or activities of Scientology Classed Auditors or applicants and all possible adjustment will be made in orgs to accommodate Scientology Classed Auditors to quickly obtain their HDG during this period of adjustment.

We now have a smooth flowing tech training line and have found there are no failed cases where training is good and which follows this gradient.

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HCO POLICY LETTER OF 26 OCTOBER 1969

**CLASS VIII & HDG**  
(Modifies Earlier Requirements)

Remimeo

No Class VIII Auditor may have his final certificate until he has also acquired his HDG.

All Class VIII enrollees are required to have an HDG before being admitted to the Class VIII Course.

Requirements for course enrollments are:

HDC required for HDG Course.

HDG required for Class 0-I-II-III-IV.

HPA-HCA required for Class VI Course.

HDG and Class VI required for Class VII.

HDG-Class VI required for Class VIII.

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HCO POLICY LETTER OF 17 NOVEMBER 1969  
*GET THIS REMIMEOED AND ISSUED TO YOUR STAFF AT  
ONCE  
URGENT-IMPORTANT*

Remimeo  
Tech Secs  
Qual Secs  
Registrars  
Franchises

**DIANETICS AND SCIENTOLOGY SERVICES**

This Policy Letter cancels:

HCO Policy Letter 5 May 1969 "Sub Zero Grades"  
HCO Policy Letter 17 May 1969 "Dianetic Auditing of Scientology Pcs"  
HCO Policy Letter 26 Oct 1969 "Class VIII and HDG"

Dianetics is not a prerequisite for pcs to be audited on Scientology grades.

On the contrary. PCs CAN BE STARTED ON SCIENTOLOGY GRADES.

LRH ED 13 June 1969 states, "But mainly don't abandon any Scientology actions. Keep on doing these. Put somebody in charge of the Dianetics Programme and keep Scn going."

It is TRUE that pcs who are trying to handle *psychosomatic illnesses* with grades, wind up at "OT" still trying to cure a headache. But what is a psychosomatic illiess? What does that mean? Migraine headaches and chronic pains. How many pcs are like that? Only a small percentage.

It is TRUE that pcs who need medical treatment should get it and then be audited on Dianetics.

It is TRUE Dianetics handles aches and pains, accidents and illness and is a vital auditing tool.

**BUT IT IS ALSO TRUE THAT A LARGE PERCENTAGE OF PCs CAN GO STRAIGHT TO SCIENTOLOGY GRADES.**

Every test case of the original Dianetic programme was already a Grade IV or even VA release. This means Dianetics was done after Scientology grades.

It is TRUE that a Class VI auditor also has to be an HDC. This has been policy for the last five o~ six years.

An HDC is not really a prerequisite for a Class Zero. It looks that way on the chart. It is true he'll be a better zero (or I, II, III, IV) if he's first an HDC. **BUT IT ISN'T REQUIRED.**

Many pcs find Dianetic auditing too steep a gradient and start better on level zero. When they are Grade IV they run fine on Dianetics and Dianetic Triples.

One way to do it is Scientology single grades, Dianetic triples, Scientology triples.

An HAS or the lower level Scn basic courses start people off great.

Now because you are being told you shouldn't drop *any* Scientology actions **DON'T** now drop all your Dianetic actions.

Follow LRH ED 16 INT 13 June 1969. Put your Dianetic actions in as a Dianetic Programme under an appointed person and get on with the Scientology actions that never should have been dropped.

Sign up new people on this basis.

1. "If you have psychosomatic illnesses sign up for Dianetics. We'll get you examined by an MD and handle it."
2. "If you are not physically ill, sign up for Scientology."

A sick pc is channeled by the registrar and Tech See into Dianetics.

A fairly healthy pc is channeled by the registrar and Tech Sec direct into Scientology grades.

On a pc who is signing up for Power, if earlier Scn results were poor, put the pc onto Dianetics as this is a hidden psychosomatic illness.

A healthy pc can go from Scn grades to Dianetics to Power.

A student can start on level zero. Or if the centre doesn't teach levels then he can go onto the Dianetics course.

If the Dianetics course is widely taught by groups and Franchises most students will already have had it when they get to an Academy or a Saint Hill.

Really good auditors are good on Dianetics. If they can audit Dianetics they will be good Scn auditors. So it is a good point. The techniques of Dianetics are very simple and show up the auditor as good or poor. But this doesn't stop you from entering an applicant in an org straight onto Academy Scn courses.

Without creating any confusions or difficulties each and every Org, Centre, Franchise and group must get this implemented fast.

**YOU CAN SIGN PEOPLE UP DIRECTLY FOR SCIENTOLOGY AUDITING OR TRAINING-Allowed Services Policy still applies,**

Dianetics is designed to care for psychosomatically ill people or to get charge off a case before or during upper level actions.

The intention of the whole Dianetic programme was to reach out, putting a type of training in the field and to handle cases of psychosomatic illness.

You can put a pc on Dianetic singles or triples anytime during his auditing career. It will have to be sometime but his physical condition says when. There is no other policy on this.

An auditor can be trained on Standard Dianetics anytime in his career. The only policy on this is that an auditor must be an HDG before Class VI and every VIII must be also an HDG. Dianetics training to HDC can be done in the field if the Supervisor is an Scn org HDG. Only official orgs can train to HDG. Just like it said on the Dn

Graduation tape.

Don't now drop Dianetics. Get Scientology back IN.

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Brian Livingston  
CS-1  
From notes by  
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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 DECEMBER 1969  
(Originally issued as LRH ED 74 INT  
of 25 October 1966)

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**TRAINING OF CLEARS**

1. Persons who go Clear on the PC route (Solo Audit Course Saint Hill who did not do the Saint Hill Special Briefing Course) may skip lower level Academy requirements if they enroll on the Saint Hill Special Briefing Course after going Clear.
2. The "PC route" consists of a person being audited up through the grades including Power Processing and VA and then enrolling on the Solo Audit Course at a Saint Hill, making Grade VI and then enrolling on the Clearing Course. They have little or no Academy training in most cases.
3. After going Clear, some of them realize they need training as an auditor to help others and better guide their own lives and handle others. Those who do wish to take such training on the Saint Hill Special Briefing Course may enroll at once on the Saint Hill Course.
4. There is no alteration of charges for them as the SHSBC must be paid for. But the requirement of lower level Academy training before Saint Hill Course enrollment is relaxed for them.
5. It should be noted that it is more costly to take this PC route as the Solo Audit Course is given to those who successfully complete the Saint Hill Special Briefing Course. But Academy training up through the lower grades is required for SHSBC initial enrollment.
6. Most Clears who are not fully trained suddenly recognize the need of it. This ruling is therefore made to permit them to obtain that training quickly.
7. The route through Academies and the SHSBC and then Solo Audit and Clearing Courses is more economical.

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HCO POLICY LETTER OF 11 JANUARY 1970

Remimeo  
Div I  
Div 2

**PRICING-RESCUE INTENSIVES**  
(Cancels HCO PL 10 December 1969 STUDENT  
RESCUE INTENSIVE PRICING)

Every 5 hour Rescue Intensive (whether a Dianetic or Scientology intensive) is priced at \$125.00 US or £22.10.0. sterling.

Five-hour Student Rescue Intensives fall under this category of service and anyone having purchased a Student Rescue Intensive at the previous price of \$225 may have the balance in excess of the new price credited to his account for future services.

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W/O Vicki Polimeni  
CS-3  
for  
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Founder

HUBBARD COMMUNICATIONS OFFICE  
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HCO POLICY LETTER OF 12 JANUARY 1970

Remimeo  
Div 2  
Div3

**PRICING-SINGLES AND TRIPLES**

The price for Dianetics or Scientology Singles (flow 1) purchased separately from flows 2 and 3 is one-half the amount charged for Triples of the same action.

This means that the price of Triples is the same whether bought all at once or with flow I bought separately and flows 2 and 3 later on.

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HCO POLICY LETTER OF 30 JULY 1970

Remimeo  
Starrate  
Exec Dir  
HCO ES, OES, PES  
All Public Divisions  
All Dissem  
Body Reg Hat  
Letter Reg Hat  
Public Reg Hat  
Dir Public Comm  
Hat  
Dir of Clearing Hat  
Addresso Hat  
Staff Status II

*IMPORTANT*

**REGISTRATION BREAKTHROUGH**

(Amends HCO Policy Letters 6 April '65 "Letter Reg Hats", 18  
June '65 "Areas of Operation", 7 Dec '66 "Mags Permitted", 17  
May '69 "Mafling Lists Central Files Addresso")

The findings of a recent world wide survey of Body Registrar activities revealed that:

THE DISSEM REGISTRAR FUNCTION HAS NOT BEEN IN IN ORGS. FURTHER IT IS FOUND THAT AN ORG HAS TWO REGISTRAR FUNCTIONS, ONE IN DISSEM ONE IN THE PUBLIC DIVISIONS, DIVISION 8.

Dissem Body Registrars have been engaged in handling public bodies for enrollment on public services and have not been working solely from C/F to enrol Scientologists on further major services. Through this action Dissem Registrars have dropped their main functions and have assumed the functions of a Public Registrar.

This has resulted in the neglect of C/F, which is an org's major income source. Therefore up to 80% of orgs' earnable income has been wasted.

**Fundamental Differences Between Dissem Divisions and the Public Divisions**

Dissem handles Scientologists and Dianeticists-whose names are already in C/F. The Public Divs handle Public Bodies who are new potential customers for the major services of Scientology and Dianetics. These new potential customers are introduced to Scientology and the subject of Dianetics and are handled in the Public Divisions up until the point they become a new name to C/F.

**The Major Services of Scientology**

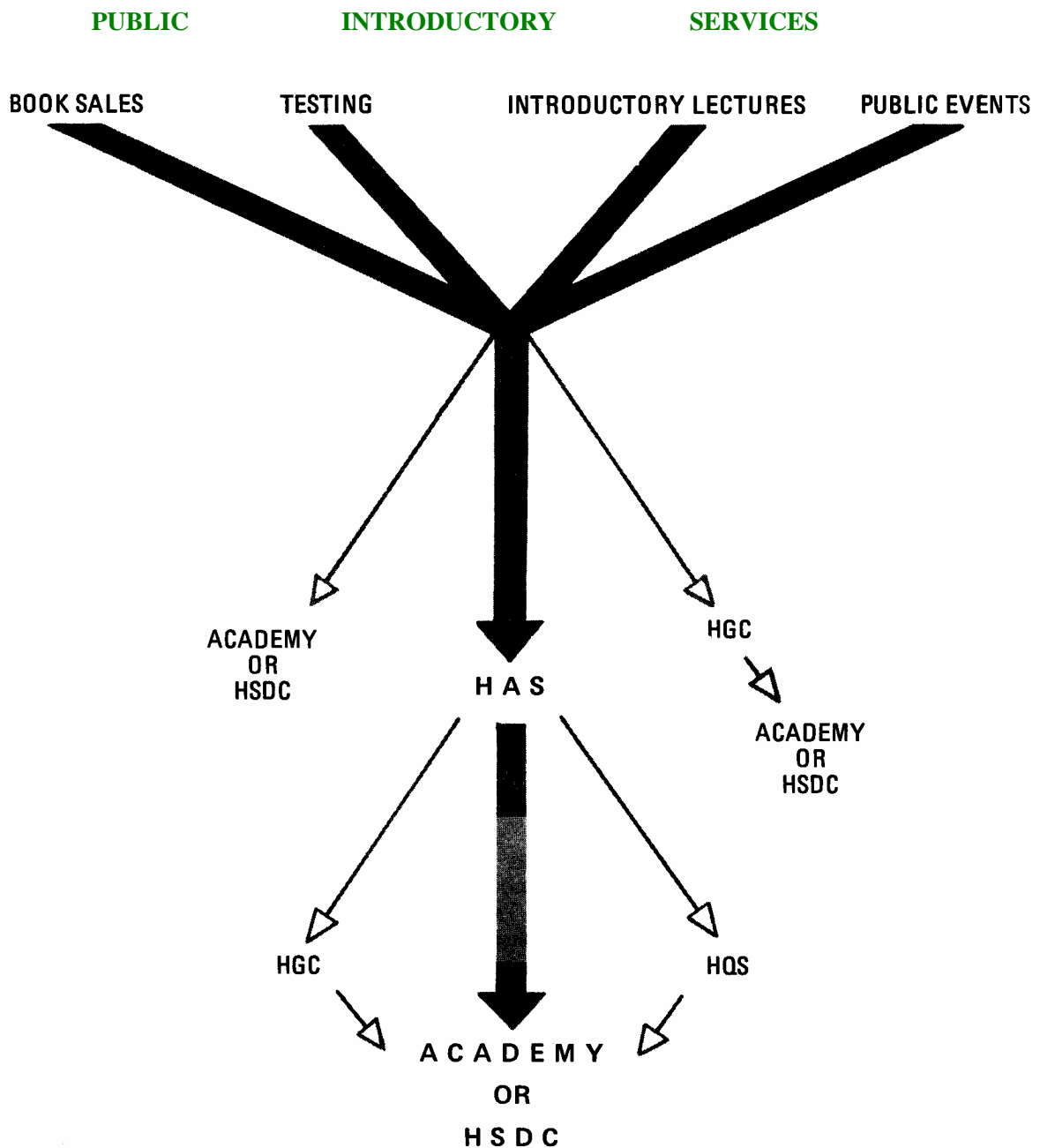
The major services are: hours of HGC auditing, HSDC, HDG, O-IV Academy Training and Qual internships (+ Power and Class V at SHs). These are delivered in Division 4 and Division 5.

**The Public Division Services**

The Public Division Services designed for pulling in new people are: booksales, intro lectures, testing and public events (events include weekly Sunday services).

The Public Division Services designed to give more introduction are basically: HAS, HQS (co-audit), Extension Course and Group Processing.

The gradient of services is drawn as follows:



As you can see in the drawing above the major route is: public introductory services to HAS to Academy or HSDC. A person can sign up for the Extension Course or Group Processing before or after the HAS if the person so desires and it is possible for a person just having received an introductory service to sign up for Academy or HSDC or for auditing straight away.

The main push is from HAS where people must get a result from mutually doing TRs, to the Academy Level 0, Levels O-IV or HSDC and the Public Registrars should concentrate on pushing this at all times. During the HAS Course itself, WHICH MUST BE BRIEF AND EXCELLENT, Academy is frequently mentioned and promoted, HAS students are told "You will learn to do these Training Drills really well in your Academy Training". The HAS Course talks mainly about getting Trained in the Academy.

### What is a New Name to C/F

A NEW NAME TO C/F IS AN HAS GRADUATE OR SOMEONE WHO HAS BOUGHT A MAJOR SERVICE. In the case of someone buying a Major Service for the first time, per the definition, it can be counted as a new name whether bought and paid for in part or full.

Hereafter a person's name and records do not go into C/F until he/she completes the HAS Course or has signed up for his/her first major service. Until that time the

records and care of the person are the responsibility of the Public Divs and the Public Registrar.

When the person completes the HAS Course, or if he/she signs-up for a Major Service prior to that time the person then becomes a new name to C/F, the person's records go to C/F and the care of the person is thereafter the responsibility of the Dept of Registration, Dissem Division.

There are five things which a person can do after graduating from the HAS Course, in this ORDER OF PRIORITY AND PREFERENCE:

1. Academy training.
2. HSDC.
3. Hours of processing.
4. HQS Course.
5. Extension Course.

The Public Registrar must quickly ascertain the reality and interest of the person, enrol or sign-up for one of the 1-5 and route him or her on lines for the service, sending the name to C/F via Addresso.

The Public Registrar must know for a fact that the Academy is THE best and most optimum route catering for a wide range of interests and application.

Whatever the HAS graduate takes as his or her next step or even if he or she doesn't immediately take a next step, the name is routed at once via Addresso to C/F as a new name and is thereafter handled by the Body Registrars and Letter Registrars in Dissem.

### **The Role of the Body Registrar**

The Body Registrar contacts, handles and signs-up persons from C/F for enrolment on the major services of the Organization. She sells books to people at every opportunity. The Body Registrar may not sign-up people from C/F for Public Div services. New people whose names are not yet in C/F are handled by the Public Registrar in Div 8.

The Body Reg displays a large gradation chart on a wall in her office and uses this chart to get more enrolments by referring the person to it in interviews. The Body Reg schedules interviews with persons from C/F in advance in her interview book and works and reworks the old customers in Central Files to obtain maximum sign-ups and enrolment, always with the C/F folder in hand. She uses every opportunity to get enrolments by C/F persons who are inside or outside the org. She records brief notes of all personal or telephone interviews and places these Registrar interview slips in the C/F folder. A large percentage of her sign-ups are actually re-sign-ups and re-enrolments by students and preclears, when handling them their Cert and completing the "End of Service" interview.

The prime purpose of the Body Registrar is to get Scientologists and Dianeticists from C/F enrolled and re-enrolled on all major services of the Org. Thus, the statistic of the Body Registrar is now: Gross Income of the Org. This statistic is the result of her endeavours and successes in enrolling persons from C/F onto major org services. The Registrar will be awarded a bonus, to be issued separately, which rewards her, on a sliding scale, for helping to raise the Gross Income.

### **The Role of the Letter Registrar**

Letter Registrars work only with people and folders from C/F. They are charged with the responsibility of getting each person in C/F in and trained and processed to the highest level attainable in their org. They *use* C/F folders to find. out what people want and then write and help them to get it. They guide individuals into the correct channels to obtain more Scientology and thus increase the size of Organizations.

Broad promo out of Div 11 in the form of flyers, magazines and questionnaires assist Letter Registrars by arousing and increasing the want of individuals. They write into the org expressing this want. No expressed or inferred want or question by a person is *ever* ignored by a Letter Reg. To ignore such would blunt the reach of the individual and cause an ARC Break.

So the Letter Reg establishes the want and then intensifies this want to the point of directing the person in to the Registrar to enrol for that major service.

Letter Registrars use Gradation Charts with their letters to direct people to their next step. They send out Reg packs to all who state a firm intention to do a major service, advance schedule persons by date in the Advance Reservations Book and handle FSM Selection Slips in for major services by sending out 3 Selectee mailings. In larger orgs, there is an Advance Reservations Booking I/C to handle the admin cycles regarding the upkeep of the Advance Reservations Book, Selection Slip mailings and Reg Packs so that the Letter Reg can use her time fully in writing letters to persons in C/F and getting them in to see the Registrar.

Their prime purpose is to channel and rechannel each person to take his next step, resulting in the person's arrival at the Org to see the Registrar and eager to enrol on his next major service. The statistic of Letter Registrars therefore becomes: NUMBER OF PERSONS DIRECTED IN WHO ARE INTERVIEWED BY THE REGISTRAR.

### **The Role of a Public Registrar**

The Public Registrar handles public bodies on Public lines (testing, intro lectures, public events, public courses) and enrolls them for Public Services or for their first major service. She works with new potential customers whereas Dissem works with old customers.

She *above all* pushes the route to HAS and then to Academy O-IV Training or the HSDC.

She may and should sign-up or enrol people on her lines for their first major service. In some cases, and this happens often, people may sign up for a major service straight away without doing HAS. She should then encourage them and sign them up without delay.

A public service whether designed to pull in people or designed to give more introduction is of a DEMONSTRATIVE and INTRODUCTORY nature. Some people need more introduction than others and she should allow for this keeping in mind that the sooner she gets people enrolled on a major service the better. The HAS-Academy route is the most important thing to push. The Public Reg should sell a book, directing them to the bookstore, to every public body that she interviews. She has a book display in her office to assist this. She displays on the wall in her office, the Gradation Chart and uses this as needed in interviews.

Public Registrars handle large volumes of people in a short space of time and therefore must be quick and efficient in handling the public. She must have an exact handling routine which 8c's the person on their next step.

The Public Registrar has a set of Prospect card Files (covered below) which are cards filled in at introductory public services, collected and hand routed to her by a Div 7 body router or the receptionist. She uses these in interviews and for reference in alphabetical order. Invoices and any correspondence are stapled to the back of the card. When the card is a new name to C/F she routes this (card and all attached papers) via Addresso to C/F marked prominently that it is a new name to C/F.

The Public Registrar keeps in contact with people in Prospect Files by telephone, answering any letters and queries from Prospects and by having sent by her Prospect Promotion Section promotional mailings through using a three duplisticker method as follows:

- A. Three HAS flyers plus book flyers to book buyers and small service buyers at two week intervals.
- B. Three standard info packs advertising a book at two week intervals to people who have had Introductory public services but who have not bought anything.
- C. Regular Congress promotion to book buyers and small service buyers. This uses addresso plates, not the three duplistickers. This method is covered more fully in the Prospect Promotion Section of this Policy Letter.

Through regular contact, she ensures prospects continue from service to service until they are New Names to C/F. Should the job become a big one, a Public Reg Assistant may be appointed under the Public Reg.

If after three duplisticker mailings a person STILL has not bought anything or if a person has failed to complete a Public Service or has not continued to the next service, further follow up is done by sending the name to the Dir of Clearing who gives this to an FSM in the area (not a Franchise). The FSM goes personally to the person, sorts out

any situation or misunderstanding and selects the person for their next step. The FSM must see personally that the person goes into the org and enrolls for the selected service.

The Public Registrar receives all FSM Selection Slips for Public Services and handles with 3 selectee advice mailing packs designed for public service selectees. The Public Registrar checks weekly all FSM Commission Payment routing forms, kept by the Dir of Clearing against prospect card files to ensure no new names to C/F exist in prospect files which have not been routed to C/F.

The weekly statistic for the Public Registrar is: NUMBER OF NEW NAMES TO C/F.

Further the Public Registrar receives as an award, a 1% commission on every person she signs up for their first major service from the Public lines. This commission is only due when the person signed up for the first major service. has paid in full *and* has started the service.

### **What is Central Files**

Central Files or C/F consists of all the names and addresses of people who have completed HAS and/or above. Into these files go all known data on each individual, their attainments, intentions, aspirations, all correspondence, questionnaires, copies of certs and invoices plus registrar personal or telephone interview slips. These folders are worked and reworked channeling these individuals to higher and higher services in the organization. This action alone constitutes 50% of the org's income. The remaining 50% is obtained through re-sign-ups at the end of current services. The purpose of C/F is to provide and hold together all known data, as the "mind of the org" about all area Scientologists, so that Letter Registrars, Body Registrars and all org Letter emanation points may know, communicate and handle Scientologists, who are eligible for major services and get these people in and enrolled for more and more major services until each person has completed all available major services, at the org, and can be routed to a higher org.

### **Prospect Card Files**

In prospect card files are book buyers, intro lecture, public event, Sunday service attendees, people who have had tests and small service buyers who have not graduated from the HAS Course or bought a major service.

Prospect card files consist of cards which are filled in by every new person who comes into the org. The Receptionist is responsible for seeing that these are filled in. She has these immediately hand routed to the Public Registrar. This occurs when people come in for testing, to buy a book, to attend an intro lecture or for any reason whatsoever. When there are large crowds of people, i.e. a public event, these cards are filled in at the Public event reception desk organized by Division 7. In the case of Sunday services the Chaplain hands them out, collects them and has them hand routed to the Public Registrar or delegates this responsibility to an assistant.

Any invoices or correspondence is stapled to the back of the Prospect Card which is filed in alphabetical order for easy reference.

The Public Registrar has this card on her desk while interviewing the person and fills in the step taken at the interview on the back of the card.

When the person graduates from the HAS Course or wants a major service, the Public Registrar signs him or her up, stamps the card "New Name to C/F" and routes it to C/F via Addresso. The Public Registrar then ends cycle with the person as their terminal in the org informing him or her that their terminal is now the Dissem Registrar stating who this person is.

The Prospect Card format and design is attached to the back of this Policy Letter.

This procedure applies after the date of this Policy Letter.

### **Integration of a New Name into C/F**

A new name to C/F is simply assigned a folder, the name and address is written on and all cards and papers sent from the Public Reg are inserted in the file.

These new files must be immediately routed to the Letter Reg, who checks through them and writes to anyone who has not signed up or enrolled for any further org service thus establishing a comm line to herself as the Letter terminal in the org. Smooth handling at this point could result in getting the person in to see the Body Registrar and enrolment for a major service. These new names join the ranks of "old

customers"- Scientologists and Dianeticists who must be well handled and moved up the line to complete all major training and processing actions in the org.

If the possible situation arises that a person on the HQS Course fails to complete the HQS Supervisor must inform the Letter, Reg at once of this occurrence so that the Letter Reg can contact and handle the person to get him back on lines.

The Body Reg and Letter Reg are *the receipt point* in for individual communication into the Org. They play a vital and important role in org expansion and solvency through their real and expert guidance of Scientologists to their highest training level and maximum state of case advance.

### **Address**

Now that the Public Registrar has Prospect Card Files, Addresso has TWO MAIN SECTIONS:

1. C/F Plate Section.
2. Prospect Plate Section.

*CIF Plate Section* -this consists of *all* Scientologists and Dianeticists who are HAS graduates and/or above. It exactly matches C/F.

*Prospect Plate Section*-this consists of book buyers and people who have bought small services in the Pub Divs prior to graduating from HAS. This would include PUBLIC bodies who have bought tickets for public events. The invoices of monies paid for such services go to Addresso I/C, who makes a Prospect Plate and routes the invoice to the Public Reg to staple to the back of the prospect card, which is filed in the Prospect Card Files.

The prospects who are on public lines and who have not bought anything naturally do not have a plate in Addresso.

This procedure applies after the date of this Policy Letter.

### **Routing**

For Public Courses up to HAS no special routing forms are needed. Public bodies are routed by the receptionist to the Public Introductory Service (testing, public event, to bookstore for books or to an Intro lecture). From the public service, they go to the Public Reg, for sign-up or enrollment. Upon graduation from the HAS Course, the following is done:

1. The Supervisor sends Qual a list of names to make certificates ahead of time.
2. The Dir Success, on graduation night, has forms given to all students to fill in their success story. The Dir Success collects these afterwards.
3. All graduates are routed off the course to the Public Reg, who gives them their Cert and signs them up for one of the 1-5 (laid out earlier in this policy, under what is a new name to C/F section). Then the Public Reg starts them on their routing form for their next step.
4. There is a routing form for every service above HAS which must include, after the service, the Dir Success, Dir Clearing and the BODY REGISTRAR in Dissem, as they are already in C/F. This is as per standard routing procedure.

When there is a big flow of bodies, lines must be reinforced to handle the flow, i.e. extra Public Registrars and Cashiers. Where volume is concerned, people must be handled rapidly and efficiently.

### **Div 2 Promotion to C/F**

Out-of-the-Org Div 2 Promo:

Dept 4 and 5 provide the promotion to C/F as follows:

1. Area and Continental magazines-Majors to the entire C/F. Minors to the entire C/F plus the entire Prospect Plate Sections in Addresso.
1. Magazines from Div 2 do NOT advertise any public courses, excepting congresses or major public events.
2. Flyers for org major services.
3. Flyers for books, tapes and meters.
4. Questionnaires of different kinds.

5. Congress mailings.
6. "The Auditor" magazine from the nearest Saint Hill Org.

In-the-Org Div 2 Promo:

1. Photos of LRH (Reception, Academy and Reg Office).
2. Posters for org services.
3. Registrar handouts for major services and books.
4. Gradation Charts in the Reg Office, Academy and Reception.
5. Posters in the Academy advertising for staff.
6. Bookstore display and book flyers.

### **Promotion to Prospect Card Files**

1. The Public Registrar in times when she is not interviewing, or in the case of a larger org the Prospect Promotion Section under her, types three duplistickers of all new names and addresses into Prospect Files who have NOT BOUGHT ANYTHING. If the job is big she may delegate the responsibility to a typist under her. The three duplistickers are used by the Prospect Promotion Section under the Public Registrar, to mail at two week intervals 3 info packs:

To: Public people who have not bought anything but who have attended an intro lecture, Public event, had a test or come into the Org for any reason. - 3 standard info packs advertising a book with a book order form.

2. The Public Reg should see that her Prospect Promotion Section receives from Addresso three sticker sets of all new book buyers and small service buyers (prior to HAS) for that week and sends 3 HAS flyers plus another book flyer and order form at two week intervals.
3. Further, the Prospect Promotion Section ensures that the Dir of Public Comm Dept 18 sends to all prospect plates in Addresso all Congress and Public Event mailings.
4. All prospect plates in Addresso also receive the minor issues of the Continental mag and Area Mag from Dissem.

### **Internal Promotion to Prospects**

The Success Section has success stories posted on public notice boards and in books in reception. Division 6 has posters up advertising Public Events and Sunday Services. Div 6 also ensures nothing is posted in the view of the prospects or anything said in the area that may create misunderstands. Further Div 6 must see that the appearance of Public and entrance areas are clean and professional.

The Body Registrar and the Public Registrar upon commencing post or when putting in this Policy Letter must do a clay demo together showing all lines, terminals, particles and functions. Then it must be set up in the org and drilled with bodies after org hours until smoothly running and operating.

The outline in this Policy Letter is your org's route to success.

LRH:JZ:DH:TD:sb.rd  
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CS-2, CS-6/8, CS-7  
 for  
**L. RON HUBBARD**  
 Founder

*[Note: Paragraphs clarifying "CF New Name" definition and commissions to Public Registrar have been added per HCO Policy Letter of 1 December 1970, Issue II, Clarification-Registration Breakthrough. ]*

*[Important. See also HCO P/Ls 3 July 1971, Registration Change-New Names to CIF Change, Volume 6, page 227, and 10 February 1972, Issue III, Higher Org-New Name to CIF Definitions, in the 1972 Year Book.]*





HUBBARD COMMUNICATIONS OFFICE  
20 Buckingham Street, Strand, London W.C.2

HCO BULLETIN OF 26 SEPTEMBER 1956  
*ORGANIZATIONAL BULLETIN*

**REGISTRAR**

The Registrar has responsibility for procurement, interview, signing up, legal and finance. The Registrar is directly responsible for all students and pc procurement and keeping place full.

The Registrar is not responsible for auditing rooms, auditors, assignment of pcs to auditors or states of cases. These are the function of the Director of Processing.

L. RON HUBBARD

LRH:ebh.rd

FOUNDING CHURCH OF SCIENTOLOGY  
1812 19th Street, NW, Washington, DC

FC POLICY LETTER OF 1 APRIL 1957

**ALWAYS REGISTER AND INVOICE**

All students and pcs for whatever brief training or processing, must be registered by Registrar whether charge is made or not. All books issued anyone must be invoiced whether charged for or not.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HASI POLICY LETTER OF 21 APRIL 1957

**INCOME**

The horrible truth about HASI income is that it comes from

1. The Outflow of the Registrar and CF auditors;
2. The expert handling of people by the Registrar and from her comm lines;
3. Sale of books, memberships and tapes;
4. Good ARC with the world;
5. Good Service in training and processing.

Thought you'd like to know -

RON

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 16 MAY 1957

**INVOICING ITEMS**

No services, goods, memberships, books, tapes or any other item on which there would ordinarily be a financial transaction may be given or released without being invoiced even if the invoice states "no charge".

This means that a free week of processing given to an outside preclear must be invoiced by the Registrar. This means that any item for which there would ordinarily be a charge must be invoiced before Shipping may ship or the service unit such as Academy or HGC may deliver or perform.

There are no exceptions to this. It applies to all processing of staff and issuance of books to students.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
LONDON

HASI POLICY LETTER OF 7 MAY 1957

**ASSIGNMENT OF AUDITORS, ROOMS, STUDENTS**

Registrar has no authority to and must not assign auditors to preclears, auditing rooms to preclears or students to class.

Director of Processing has no right to direct Registrar in signing up preclears.

Director of Training has no right to direct Registrar in signing up students.

There is no co-operation between Registrar and Directors of Processing and Training.

Registrar signs up anyone she pleases for any length of time with any promise or compromise. Only when signing up is complete do Directors of Training and Processing have any ownership.

Directors of Training and Processing cannot direct Registrar in cutting back numbers of people to be processed or trained.

Registrar signs up. Director of Processing and Director of Training cope with it.

If a person can "only be processed on Thursdays for the next two years", Registrar signs up. Director of Processing can accept it or argue the preclear into a three-week sprint.

*Exception:* IF the Director of Processing will not accept a preclear for one week he feels is a 3-weeker, he can reject and send person back.

*Exception:* IF the Director of Training will not accept a student for a higher course than he believes student can take, he can reject for a lower course or processing.

Registrar just isn't in the HGC or the Academy.

Costs more processing when this is done wrong.

*Penalty:* Flagrant violation of this rule can bring about transfer from post.

Registrar signs people up.

Director of Processing and Director of Training cope.

To do this otherwise is high treason to staff and public.

L. RON HUBBARD

TEMPORARY FOUNDING CHURCH POLICY LETTER

15 MAY 1957

No. 2

**REGISTRAR**

The Registrar hereafter shall only:

1. Register preclears and students and take their payments as per financial directive of May 14.
2. Procurement letters, answer applicants and originate to new prospects and people.
3. Rent rooms 18 10.
4. Run photostat machine.

The CF and Procurement directive of April is thus modified. The Registrar no longer supervises CF or its personnel.

L. RON HUBBARD

LRH:md.rd  
15 May 1957

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W.1

HASI POLICY LETTER OF 8 FEBRUARY 1958  
(Issued at Washington)

Since people will begin to expect being cleared, all processing must be sold on basis of estimate to clear.

Therefore the pkgs are now as follows:

1 week	-	50 gns.	Pro.	25 gns.
3 weeks	-	125 gns.	Pro.	75 gns.
5 weeks	-	*	Pro.	*
7 weeks	-	*	Pro.	*

(\* these prices to be issued at a later date).

The conditions monitoring acceptance or establishment of number of wks are as follows:

One wk.-Would show up top of graph, high on meter, no field, generally nul on needle, no psychosomatic or visual difficulty. IQ above 125.

3 wks.-Middle range of graph, IQ above 100. No psychosomatics. No field.

5 wks.-Middle lower range of graph, IQ above 80. Psychosomatics or visual difficulty. Some field.

7 wks.-Lower area of graph. Psychosomatic or visual difficulties. Black field. Mental problems.

Unacceptable. Psychotic persons who would require institutionalization to be processed.

A person is disqualified from processing by severe medical illness needing a doctor's care.

There is no guarantee of clearing or even case gain.

All state of case is established by Dir of Processing, never by Registrar. The above tests are all made by Dir of Pr after pc has been signed up by Registrar for something and has been given written tests. Then person goes to Dir Pro and is looked over, and accepted or rejected. If rejected on grounds not enough processing is bought person is returned to Registrar to buy it.

We do not care what initial hours the Registrar sells.

We do not care when the person receives the processing or even when he pays for additional weeks required by Dir Pro. We do care that a reality on number of wks bought exists. Otherwise we will be giving away too many free wks. The pc must know what to expect.

Change in Release. All papers signed must reflect that acceptance of the pc for processing is also contingent on an interview with Dir Pr and that signing up with the Registrar does not commit org until also accepted and signed up with the Technical Division.

rs. 18.2.5 8/rd

LRH

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO BULLETIN OF 4 MARCH 1958

**Addition to HASI Policy Letter of Feb 8, 1958**

The following are prices of auditing "packages" to be sold on the basis of estimate to clear.

1 week	50 gns.	Pro.	25 gns.
3 weeks	125 gns.	Pro.	75 gns.
5 weeks	L200	Pro.	125 gns.
6 weeks	L240	Pro.	150 gns.
7 weeks	L275	Pro.	175 gns.
8 weeks	L300	Pro.	200 gns.

HCO

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

For Hats of:  
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 new 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 pc 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 up 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 hrs, 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 pc 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

37 Fitzroy Street, London W.1

(Issued at Washington)

To: All Staff for  
info  
ALL Instructor Hats  
FB. Board  
Field Offices  
To: All Training  
Activities

HCO BULLETIN OF 23 APRIL 1958

**VITAL TRAINING DATA FOR TRAINING HATS AND  
REGISTRAR**

Students in the Academy are auditors. They are not preclears. Emphasis is on auditors, not pcs.

The goal of the Academy is to produce auditors of such quality that we would be willing to hire them in the HGC. We don't graduate those we wouldn't.

Training staff can refuse a student at any time on grounds of inadequate financial arrangements. In which event the student applicant is returned to Registrar.

The Academy is not a clinic and concerns about cases belong to the HGC and are so referred.

LRH

LRH:bt.rs.rd

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

ADMINISTRATIVE DIRECTIVE OF 6 MAY 1958

**MODIFIED PROCEDURE FOR SIGNING UP  
PROSPECTIVE STUDENTS & PCS**

1. Student/pc applicant interviewed by Registrar first.
2. Student/pc applicant interviewed by Dir Training/Processing.
3. Director T/P indicate on acceptance form exact number of hours processing/ training course for which they accept applicant. If unacceptable (as per HASI Pol Ltr 8 February 1958) this must be specified.
4. Applicant returns to Registrar who *then* signs him up for indicated number of hours processing/indicated course; takes cash, etc. If applicant hasn't "time" he can sign up anyway even if he doesn't pay.
5. Applicant reports to auditor/classroom as per published schedules.

Our criteria is not the amount of money or "time" the applicant has: our criteria is: "Will this person become Clear in .... weeks?" or "Will this person become a good auditor?" The amount of cash the applicant has on hand is secondary in importance to these vital criteria. If he is cleared or/and becomes a good auditor the financial problem will be solved by Wm without great difficulty in due course.

Assoc Sec  
per LRH instructions

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W.1

1 each staff member  
Registrar hat  
Business hats  
Procurement hats  
field offices  
Washington D.C.

HASI POLICY LETTER OF 7 NOVEMBER 1958

**REGISTRAR**

The Registrar shall not do accounting.

When a prospect is totally signed up, the Registrar calls Invoice who comes down, takes contract and money, invoices it at her desk, holds contract, returns white slip to prospect, yellow to Registrar.

The Registrar sends yellow to D of P or D of T by usual lines (Comm Centre).

Registrar's rate of pay and interest is taken from a card of time-interest rates and may not be otherwise computed.

Prospect can wait in Comm Centre for return of Invoice Clerk if pressure on Registrar is heavy.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
19th Street N.W., Washington, D.C.  
FOUNDING CHURCH POLICY LETTER OF 17  
NOVEMBER 1958  
(Original issue, London HASI Pol Ltr. Reissued D.C.)  
Attn: CERTIFICATION DIR OF PROCESSING PRICING  
D.C.

HASILA  
1 ea. staff member  
field offices

**FREE CLEAR ESTIMATES**  
**FREE CLEAR TESTS**

Henceforth there will be no charge for clear estimates or clear check outs when passed through Registrar and when done at F.C.

When outside persons come in to take one independent of processing interview, test but state only actual findings. If they sign up, tell them you have to tack on a time margin and do so.

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L. RON HUBBARD  
Executive Director



SECRETARIAL TO THE EXECUTIVE DIRECTOR  
FC - WASHINGTON - No. 2  
(reissued for Registrar's info 31 March 1970)

15 December  
1958

cc: Dr. of Pro.

**REGISTRAR HAT**

Supersedes all earlier Directives except recent price lists.

*Purpose:* To get a great many people processed and trained, and to make certain that the income of the organization is adequate to get the job done.

The first duty of the Registrar is to sign up persons for something and receive the money in hand, passing it the next instant to accounts which takes over all further invoice and paper work *and* the applicant.

When the person is all signed up if a pc he is only then sent to Technical Department for acceptance. If Technical Dept in the person of Director of Processing says not e-iough hours have been signed up for, Registrar signs the person up all over again, accounts and all. No protest of accounts over double invoicing will be heeded. In tl-lis activity of sign-up the Registrar does not cooperate in any way with the Director of Processing or the Dir of Training and these do not cooperate with the Registrar. The Registrar may not heed or help the Director of Processing limit the number of pcs to fit his number of auditors, a common fault of this line. The Director of Processing simply has to find enough auditors. If Registrar sells one week and Director of Processing in a purely technical capacity says "Minimum to do case any good is 3 weeks" Registrar must sign up pc all over again. Registrar may not turn down students for training or pcs for processing under any other pretext than the refusal of such persons to pay reasonable sums.

The Registrar is not supposed to engage in long sales talks or sales letters. She is there to *help* people sign up and to assist resolution of their problems in signing up. She is not there to *sell* anything. People want *more* Scientology, not sales talks. She would be brief and efficient and effective. The Registrar keeps appointments once made and keeps none waiting. She signs up everybody who comes to see her.

The Registrar has pc sign (1) a waiver of free weeks and damages, (2) a contract (not financially worked out by Registrar but by Accts) and (3) a check sheet routing the pc.

The Registrar gives the pc explanatory literature on training, processing and finance calculated to steer him through these items easily, not to sell the items. Where to stay, the hours of training and auditing, where to eat, etc., etc., Interest Rates, etc., etc.

The Registrar has a right to see every student and pc as the last person seen in the Organization by the departing student or pc. The Registrar's body handler is Reception. If Reception can't cope because of heavy traffic, the Registrar needs an appointment clerk and *another* Assistant Registrar than the one handling ARC breaks. Smooth handling and routing of people is a must on this Registrar Body line.

The financial principles and acts are handled by accounting after the Registrar *closes* the deal. The Registrar must be what salesmen call a "good closer". She must see that Accounts don't upset the deals but may not handle the arithmetic of accounting.

The Registrar keeps an Appointment Log and a PC-Student Contract Log where everyone she signs up can later be found independent of invoice. The second action of the Registrar is to answer with high priority immediate letters from persons desiring training and processing. The Registrar must be geared to answer such letters within 24 hours after receipt. (If any denote ARC Break they go to Asst Registrar for immediate 24 hour answering.)

The Registrar's mail day begins when new mail comes in and ends 24 hours later. Any mail received after the 24 hours period has begun passes into next mail day.

The third action of the Registrar is to originate adequate and real letters to "hot files". A "hot file" is defined as a CF file that holds the correspondence and papers of a person who has (1) expressed a desire to be processed, (2) who has expressed a desire to be trained, (3) who has completed an HAS Course, (4) who has completed an HCA and is eligible for a BScn Course, (5) who has been processed successfully and who might want training. In no case should the Registrar herself handle ARC breaks in letters or in the HGC. These should be routed to the Assistant Registrar in either body or letter form. When they happen in the Technical Division during processing or training, ARC breaks are not in the province of the Dept of Registration and when they come into her area while still physically enrolled they belong to Technical and should be so routed. If the student or pc leaves courses or intensives and is for some time outside the organization, the matter comes under the Assistant Registrar.

The originated letter quota of the Registrar is 100 letters per week. This does not include answered mail. If this quota is too high to be met, get another second Assistant Registrar to meet it, don't forget letter origin. A high quality letter origin brings in answers. If one then turns only to answers the Association's activity leaps and drops in cycles and no steady growth is obtained.

THE REGISTRAR'S ACTIVITY IS THE DIRECT MONITOR OF FC INCOME. Therefore, when a Registrar's volume rises above her easy ability to handle, she needs a second Ass't Registrar and when a jam occurs again, a third Ass't is needed, and so on. Failure to provide Assistant Registrars when needed chokes off the growth of the organization and is the only barrier to organization growth. Therefore, the Registrar must be militant in asking for help to keep the FC growing. Price lists of all items are made available first to Registrar, then to others.

New prices may be obtained on anything by petitioning the office of the Executive Director.

L. RON HUBBARD  
Executive Director

LRH:gn.mg.hk.cden

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 JULY 1960

CenOCon

**TRAINING APPLICANTS**

It sometimes happens that an application for training is received from a person who is known to have a criminal record, or who would not be able to pass a security test, or who for some other reason would not be eligible to receive a certificate.

In such cases, the person may be accepted for training, but he must be warned beforehand that no certificate will be issued if a security check cannot be passed. This, of course, is true of all Academy applicants.

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Peter Hemery  
HCO Secretary WW  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

1 copy to  
Assn Sec  
HCO Sec  
Registrar  
D of P

HCO POLICY LETTER OF 19 AUGUST 1960

**REGISTRAR LOST LINE**

Once again the key line is lost in some Central Orgs between Registrar and D of P. This costs us about £25,000 a year internationally.

The Body Registrar drops the ball. The D of P doesn't locate it or insist on it. Then I get letters from whining pcs or D of Ps start giving free weeks of processing.

The line has been going out every three months for years. So *please* keep it in.

Proper sign-up includes this line. Check sheets exist for it. Pcs not signed up this way are improperly signed up.

Line: Reg signs up pc fully. Pc is taken to D of P *at once* (not next Monday). D of P checks out pc. Says, "I will not take you unless you have signed up for enough weeks to clear you. I don't care whether you pay for them or take them ever. But you have to sign for them anyway." He checks out pc without graphs or IQs. Only a meter. He says, "Seven weeks to clear." Pc goes back to Body Reg. Signs up for seven weeks. Pc doesn't have to take them now or ever. Pc doesn't have to pay for them. Then pc is told to come in for testing and processing.

This is the line. It has *no* exceptions.

Failure to hold that procedure in results in horrible flukes. Reg has no right to do a technical survey of pc. Only D of P has that right. D of P can simply refuse to process pc as a psycho if pc is psycho.

**NO D OF P MAY ACCEPT A PC FOR PROCESSING IF THIS LINE IS NOT FOLLOWED.**

Why is it only I hold this line in in so many places? Pc signed up for 121/2 hours can complain of *no* results and demand free time. And we've got to give it. A pc signed up for 7 weeks taking 121/2 hours of it has no choice but to buy more of his sign-up time.

You'll clear them now in five weeks if you drill staff on Regimen One and run help on motion and good 8c and follow the HCO Bulletins.

You're off to a new start in processing so keep that body-tech line in! Help me do it.

Now just to show you I help too, get the Ltr Registrar to go back through all contracts signed the past few years for untaken weeks and write the person who signed up for them "Ron wants you to come in now and finish getting cleared on your processing contract. We need a clear in your area."

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 19 NOVEMBER 1960

All Cen Orgs

**PC SCHEDULING**

The time a pc can be audited is decided finally by HGC only.

Prom Reg has no force to commit HGC to any auditing schedule. Prom Reg should be pleasant about it and "be sure that HGC can arrange it but that it is up to the D of P".

HGC must arrange matters as well as possible to suit the pc and must get the auditing done but may persuade, without creating an ARC break.

Prom Reg is not a scheduling agency, as this is a technical function.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 FEBRUARY 1961

[Excerpt]

Cen Orgs  
Copy for each  
Staff Hat  
Not for Franchise

**THE PATTERN OF A CENTRAL ORGANIZATION  
DEPT OF PROMOTION AND REGISTRATION**

D of PrR is headed by a Director of PrR only in the largest of Central Organizations. Otherwise its two sections are headed by Registrars-the Personal Registrar and the Letter Registrar.

**PERSONAL REGISTRATION SECTION**

The Personal Registration Section finds and signs up applicants for the Academy and the HGC.

The section includes one or more Personal Registrars, the Receptionist and, for Admin purposes, various admin personnel in the technical division. It is headed by the Chief Registrar.

For public purposes, (and possibly in a future change) all registrars may be called or sign themselves as "Consultants".

The whole actual income of the Central Organization is dependent upon the activity and excellence of the Chief Registrar, just as its potential income depends upon PE and the Letter Registrar. If PE and the Letter Registrar do not get them in, it is still up to the Chief Registrar to do so. The Assn See receives the total income report from the Chief Registrar each week as part of the Personal Registration Section Report.

The Personal Registrars interview applicants, sign them up on contracts and releases and take their money for individual training and processing. When prospects seem too few, Personal Registrars go back over "hot files" and by phone or other means, seek to get people in.

A Personal Registrar cannot accept applicants finally for training and processing. This is done by the D of T and HGC Admin. The applicant when fully signed up is sent to technical. HGC Admin may demand more hours be signed for after assessment (not test) by E-Meter-if so the Personal Registrar signs them up for more, adding the hours to the contracts and taking in more money.

Personal Registrars are entitled to view the profiles of HGC and Academy results.

A Personal Registrar always interviews a student or HGC pc *after* training or HGC processing and usually nets some 50% of an Org's income for additional sign up in these "after interviews".

The motto of a Personal Registrar is "Always sell something, even if only a book".

Unfortunately Personal Registrars have "income ceilings" for the Org. Any given Registrar may "pin" the week's income at a certain figure. This has to do with acceptance level on money. A Registrar must be wholly free on money or this will happen.

Registrars are Admin not technical personnel but usually the best registrars are good auditors. However, they may not assign times of processing for the HGC, nor may they criticize HGC results to a pe. If registrars are dissatisfied with results, the matter is brought up in Adcomm or taken to the Assn See or even the HCO See if no remedy is forthcoming.

L. RON HUBBARD

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[Excerpted from HCO P/L 14 February 1961, *The Pattern of a Central Organization*. A complete copy is in Volume 7, page 147.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 MAY 1961

To all  
Chief Regs

**REGISTRATION**

This is a run-down on the Post of Registrar written at my request by Sue Van Nickerk, the best Registrar HASI Joburg has ever had.

It is well worth studying,

L. RON HUBBARD

1. Always be interested in the other person's tale of woe, no matter what, that's why they've come to us for help, even if they are totally screwed up on help themselves. But know *when* to stop them in their tracks and you take over,
2. Be willing at all times to control the new body that's come into the shop. One in a million aren't totally overwhelmed by life and living generally.
3. Never sympathise with them, that's why they're in the state they're in. Be willing to tell them all the home truths but on their reality level and this is very important, remember each one is an individual, each one is different and each one has a different reality level.
4. After they've told their story briefly and they don't have a profile *take* them into testing, let them do a test. When they have finished get them back in your office, give them the different ways in which Scientology can fix their problems (while their profile is being drawn up). Get the profile and then point out point for point on the profile, remembering to do so at their reality level again.
5. At this point it's important never to be overbearing or pull altitude over the guy sitting on the other side of the desk. Most people react very sharply to you passing sentence on them, don't undertake the role of judge or executioner, simply get through to him. Allow him to disagree on certain points on the profile. At the end you will find that those are invariably the points with the most truth in them, they hurt the most, that's why they cannot be confronted.

Don't now rub salt into the open wound; handle it diplomatically, advise, keeping good control from A to Z, and the guy will sign for one or another service.

6. The real hard nut that takes more than one cracking if you reach the stage mentioned in 5 and he still doesn't agree-immediately stop reaching and let the tables turn, let him realise that unless he now reaches, "Help" is not for him.
7. Let him go with a parting shot of "Well, Mr So-and-So, you must now make a decision: I'm not prepared to do any more than I have." This is a gimmick and it works every time.
8. Then again you get the person who is not in a fit state to make any decisions for himself, these people you make the decisions for them-not blatantly, but you do.
9. You must be willing at all times to *control* each body coming into your office from the time you bring them from Reception, or if they are brought into the office by someone, right from that point until the final stages of signing the cheque, until they walk out of the door. This was my reason for success-90% of it. People are crying out to be controlled.
10. Let the Reg be the real entrance point into Scientology and the Org. I found that people looked on me as a stable terminal no matter what sphere of HASI they were in, because I made it my business to see them when they came in for any service whatsoever or discussion no matter how unimportant, and always was the last person to see them before they finally left after completing a service.

11. In Johannesburg HASI our routing slipped sometimes, especially PCs. They didn't see the Reg and it sort of leaves a gap that should be filled.
12. If students, PCs or Raw meat realise the Reg is there generally to help, you can bring in the Unit money without batting your brains out, because invariably you can sell them a further service either now or for future.
13. *Never* let people shudder when they pick up the phone and it's you again or if you see them on the sidewalk or anywhere, they must always be pleased to see you or talk to you, as a terminal where "Help" comes from no matter in which sphere.
14. Make it your business to talk freely with students and PCs, etc. Remember you took their hard earned cash at the outset. Let them feel that you are still interested even though there's no cash forthcoming this time.
15. Interview all students from all courses on the last day of the course, find out finally what has happened to them during their period of training, find any ARC breaks, etc. Patch these up before they leave for home. Don't let them go home, they only use these as motivators later and commit overts against the Org.
16. Interview all PCs at the end of intensives and follow the same routine as in 15.
17. If people have money difficulties, and 99 out of 100 will tell you they cannot afford anything now, you draw up a budget for them, make them realise that for the first time they are spending money on themselves. It takes some doing, but I always won.
18. Don't at any cost sell the person the most expensive service available, because it brings in more Unit money. Remember if it's the wrong service for the guy it will back fire on you and you've had it. Sell the service in each case that's most suited for that particular person.
19. Always keep a promise once made, never go back on your word-it's a betrayal if you do.
20. Keep appointments, don't keep people waiting. Scientology is efficiency. Let them experience efficiency on our premises. It leaves an impression which comes in handy later.
21. Always keep your office tidy. Never let there be confusion. Confusion can quickly lead to chaos.
22. When things are running smoothly utilise such times to phone people and chat. Let them know what's cooking or new. Get them to come in and see you for a friendly chat. That's your job, remember.
23. Also when there is a slack period write to potential "Hot Files". The personal touch of the Reg works wonders.
24. Phone people just off the last PE to come in and see you, but strike while the iron is hot, don't leave it for weeks before doing this, they lose interest quickly.
25. Always look for new avenues, don't beat the old ones to death. Use CF, that's what it's there for.
26. Check with Testing if there are any hot potentials there.
27. Speak to students and pursue any and all ideas put forward.
28. Never phone a person up and ask for money; it causes ARC breaks. Get them in. If you know the person that well, do it on the phone. Let them feel that they are "Helping" the Org by sending a few pounds on their account. Don't make them feel guilty about owing us because generally you can write it off as a bad debt.
29. Personal appearance is important. Always look fresh and nice and cheerful.
30. Answer your phone promptly and efficiently. Don't waste time on the phone, rather get them into your office. The phone is a means to an end, personal touch gives the best results.
31. Keep an accurate record in the necessary books of past, present and future students, PCs and potentials. They mean a better Unit. Don't try and keep records in your head.



A person feels important too when you know exactly what they did and when, when they come to see you or when you phone them.

32. If a PC or Student does not turn up, you should contact them immediately to find out what has happened.
33. Answer all Memos and letters promptly, don't let your "In" basket overflow. Set a specific time each day to do this-otherwise you get behind very quickly.
34. It is a good thing to work out a schedule for your day and to stick to it. That way you get everything done and time to spare to attend to things that crop up unexpectedly.
35. See that all reports to Dir Prom Reg and Assoc Sec are done promptly. These reports are important and must be done accurately.
36. Keep a record of every single phone call and interview for weekly reports and info for future use when they are filed in CF.
37. This I know is off line, but I did it and it worked. You must end the cycle for the person you've signed up. Have an Invoice book in your office, make the invoice out when you have drawn up and had the contracts and releases signed. Don't let Reception or A/cs handle this, it just helps to add a little extra confusion to an,already confused person.
38. Be absolutely sure and familiar with the drawing up of a contract and release and P/note. Don't blunder, have a list with the Int. and Service charges handy. Work smoothly and quickly, don't make a federal case out of it.
39. Before interviewing a PC or Student have their files in front of you, having studied it before they arrive, don't spend time going through it to familiarise yourself with the case while keeping them sitting in on it.
40. Don't let your hat of day Reg be carried over to night Reg. Do all the business you have to in office hours. Don't phone people after office hours, they've also had enough by then. They begin to feel that you hound them.
41. Be willing to help. Even if it hurts---it sometimes hurts to be kind, you know best, so do your job. Be willing to Communicate and Control and Help and *never* feel guilty about it and more especially about accepting money for a service they will receive. You know that they can only benefit by it.
42. In South Africa you have to be bilingual to be an effective Reg.
43. I've only written this now but it should head the list. Scientology must be real to you, it must have worked for you, it's no good trying to sell something on which your reality is nil. Don't be apologetic in any way, be proud of the fact that you are a Scientologist. Be sure and positive of what you are selling. This was my real reason for success.

Sue Van Niekerk

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 6 MARCH 1963

CenOCon  
Registrars

**SELLING TECHNIQUES FORBIDDEN**

Registrars, and other personnel concerned with selling, are forbidden to sell a preclear a specific technique.

Preclears must be sold *PROCESSING*. The techniques to be used are decided by the D of P within the framework of the current rundown of processes.

L. RON HUBBARD

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HCO POLICY LETTER OF 21 JUNE 1965

Remimeo

**ORGS ARE SAINT HILL FSMs**

Any Central Org, City Office or Pioneer Office, that is, any official org in Scientology that is part of the Central Org system is a Field Staff Member of Saint Hill and may select students and preclears for Saint Hill. Such selections, when the selection slip is presented to Accounts Saint Hill, will result in the commission being paid to the Org which selected him or her. The commission goes to the ORG, not to the staff member forwarding the selection. The commission is proportioned in the income breakdown, thus the entire staff benefits.

The above is valid, whether the org or office has any Saint Hill grads on its staff or not.

L. RON HUBBARD

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Class VII Auditors  
Class VII Internes  
Tech Execs  
HGC Auditors  
Review Auditors  
Qual Execs

HCO POLICY LETTER OF 12 JULY 1965

**RELEASE POLICIES  
STARTING THE PC**

Due to the vast number of Former Releases and the way the check outs can hold up case, NO PC WHO HAS BEEN AUDITED BEFORE MAY BE ACCEPTED FOR PROCESSING (LOWER GRADE OR POWER) WHO HAS NOT BEEN CHECKED OUT FOR FORMER RELEASE.

These check outs are done in Review by a Review Auditor. They consist of doing well the Pol Ltr Form 26 June 1965.

The pc is then shifted to the HGC for a complete rehabilitation as per HCO B 30 June 1965.

The HGC auditor must be good on a meter and know a clear condition on a meter (floating needle) when he sees one. The meter TA should be anywhere between 2 and 3 for either sex.

The HGC auditor is to get the meter to clear condition and then must end off as per new Model Session at once and send the pc to Qual to be Declared a Ist Stage Release or Ist Stage Released OT.

Great care must be taken by Qual personnel or the examiner not to fool about with the pc's folder or Review check outs on a Declare as such can key the Release back in again and ARC Break the pc by Invalidation.

The pc may only be audited further on Power Processes but the pc may be trained and may audit others. Also ARC Breaks, PTPs and withholds may be done on Former Releases but not by repetitive processes.

**GRADE PROCESSING**

For the purpose of re-establishing Former Releases earlier policy is modified, permitting the pc to buy a minimum of 5 hours of processing which includes the price of the Review, the time of the Review being deducted from the 5 hours.

If the pc is raw meat, never before audited, the above formality of Review is dispensed with by the Registrar in registering them and the rules concerning intensives apply.

If the person is not found to have been a Former Release by Review, whatever is found is handled by the HGC auditor in completing the 5 hours.

**POWER PROCESSING**

All the above except the 5 hour limit applies to Power Processing.

The person is first checked out by Review, then sent to the HGC and rehabilitation of any former Release is declared when rehabilitated.

The preclear is then returned to the HGC with as small a loss of scheduled auditing time as possible and is entered into Power Processing.

The auditing continues until the preclear is a Second Stage Release or Second Stage Released OT.

**ACTIONS TAKEN  
RAW MEAT**

Registrar establishes that the person has never been audited before and signs the person up accordingly.

Person goes straight to HGC and is audited to Release.

The moment the auditor sees a Floating needle and a TA between 2 and 3, the auditor stops the session and sends the pe to the Examiner to Declare.

If the pc looks good and feels okay the Examiner sends through to Certs and Awards for Release award.

Any rebate from any intensive bought is credited to training for the pc. The above actions are covered in more detail in Body Routing Forms.

### **FORMERLY AUDITED PC**

The Registrar, if the pc is asking for Former Release check (the Registrar must not push it or bring it up but should try to sell a 25 hour intensive), signs the person up for a 5 hour intensive (if the person does not sign up for 25 hours).

The preclear is routed to Review for a Form 26 June 65.

The preclear is then routed to the HGC to complete the time signed up in rehabilitation of Former Release.

If the person was not found by Review to have been a Former Release, the HGC auditor starts the grade applicable to the pc-Level Zero in pcs who have not had it (,ompleted on them.

Every effort must be made to sign the non-Former Release up for more processing if not yet Released in the HGC.

Body Routing Forms will be issued to cover these routes.

### **FREE PASS**

If the pc presents a letter from me for a Former Release check, the check only is given in Review.

The person is not entitled to rehabilitation of the state in Review or to HGC auditing by reason of a Free Pass.

If Former Release is found, the person is routed at once to the Registrar for a sign up for 5 hours to get the state rehabilitated, the TA down and needle floating.

The person may only be declared a Former Release by Certs and Awards if the rehabilitation work is done.

There is no declaration of Release on a Free Pass to Review. The Free Pass does not include it.

Any amount left to the nearest whole hour is applied to training.

If the needle floats during the Review free check out, the person is routed to the Registrar for a 5 hour rehabilitation intensive and when the rehabilitation is done every effort is made by the Registrar to sell training-the only thing that will take the person to Clear. If the person is an HCA and wants no more local training the Regisirar may select the person to Saint Hill as per the Field Staff Member Programme, the org being credited with the 10%.

### **SUMMARY**

The Review auditor does the Form 26 June 65 only.

The preclear is rehabilitated in the HGC.

Free passes to Review checks open the door to a 5 hour rehabilitation intensive that is then sold.

Reattainment of Release opens the door to selling training at once.

Raw meat is sold 25 hour intensives.

Examiners do not key in Releases by heavy handed examinations. They look for good indicators. If these are present the rehabilitated Former Release is passed through to Certs and Awards. If the person does not think he or she is released, or bad indicators are in plain view, the Examiner routes to Review.

In power Processing all formerly audited people are begun by a Review Check. Its cost is included in their intensives. On all persons found to be Former Releases the first few hours of Power Processing are spent rehabilitating the state of 1st Stage Release. The person is then sent by the auditor for Declare? First Stage Release. Then Power Processing is begun.

In Power Processing Raw Meat, pcs are just entered into Power Processing without Review but with a pc Information Form done.

The pc Information sheet is also done on pcs returned from Review as Former Releases.

Note: No testing is done now on any of these lines, being abolished.

This Pol Ltr supersedes or modifies any policy or SEC ED in conflict with it. The above are the correct actions.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 19 JULY 1965

Remimeo  
Qual Div  
Org Div  
Tech Div

**RELEASE CHECKS,  
PROCEDURE FOR**

(Modifies any earlier policy where in conflict)

For ANY Release check, free or otherwise the following procedure only is followed. There may be no deviations.

**RECEPTION**

Pc asks reception for Former Release check.

**REGISTRAR**

Reception sends person to Registrar. Whether pc presents free letter or not, Registrar says, "You may have the check out itself in the Qualifications Division without charge. However, you will also want the state returned to you if it is found and that is done in the HGC. You can buy a 5 hour intensive in the HGC to get it done." Signs up pc as usual for Rehabilitation Intensive at rates pc is entitled to (student, professional, public).

If person says "maybe they won't find it", Registrar says, "Then you'll have five hours of auditing to get closer to it." And signs up.

**CASHIER**

Cashier accepts payment. Gives pc Invoice. Sends pc to Dept 10.

**TECH SERVICE**

Tech Service checks pc into HGC and routes pc to Interview-Invoice Officer of Qual Div.

**QUAL DIV**

Interview-Invoice Qual Div makes No Charge Invoice. Sends pc to Review auditor direct.

**REVIEW AUDITOR**

The Review Auditor puts pc on meter (no Itsa from pc, please) and checks "Former Release" "Former Thetan Exterior" "Sudden Resurgence in auditing or afterwards". Notes reads. Sends pc to Interview-Invoice to get out of Qual.

Note that THE REVIEW AUDITOR DOES NOT DO FORM 26 JUNE 65 OR ENCOURAGE PC TO ITSA.

This Review check takes under 5 minutes. There is NO attempt to restore the pc's state of Release.

Only the note saying pc was or wasn't found reading on Former Release is made or done.

The total allowed time in Qual is fifteen minutes. If Qual can't get person invoiced, Reviewed and out in 15 minutes it isn't functioning at all as a Division.

### **TECH SERVICE**

Interview-Invoice of Qual routes pc to Tech Service.

HGC Admin assigns an auditor and gets pc to session as soon as possible.

### **AUDITING IN HGC**

The Auditor takes Qual note and whether it says pc was or wasn't a Release, does fully the following:

1. Does the full Assessment Form of 26 June 65 designed for Review (and being redesigned for HGC by changing captions).

This form is an assessment form. In HGC it is used as Auditing by List. But if there is any read on ARC Break in Sessions, the Auditor does List 1, Session ARC Breaks, as Auditing by List, cleaning each one he finds BUT NOT CLEANING LATENTS OR CLEANS.

The Auditor completes the Form 26 June 65 and handles anything on it.

The Former Release question on Form 26 June 65 may prevent the Auditor from going on as this is where pc's interest lies,

If pc very interested in this and it reads, the Auditor promptly shifts to

2. HCO B 30 June 65 and rehabilitates any and all former release moments found.

3. The Auditor's object is to obtain a floating needle. The moment this is attained ANYWHERE IN THIS INTENSIVE the Auditor gives a soft "That's It" and that's it.

4. The Auditor writes a chit to Qual, giving pc's name and "Declare?"

5. Auditor routes pc to Tech Service.

### **TECH SERVICE**

Tech Service routes the pc promptly to Qual with the folder (in the hands of a Tech page).

### **QUAL**

Interview-Invoice Qual checks pc in and routes to Examiner.

### **EXAMINER**

Examiner looks at pc, notes note in folder from Auditor. If good indicators in on pc, Examiner sends to Certs and Awards.

However if pc says he is not now a Release, examiner examines the pc's Form 26 June and routes to Ethics if SP or PTS indicated, to Review if pc needs smoothing out.

### **REVIEW**

If Review has to smooth out, Review does so at charge. This charge can be deducted from any remaining time pc had. If no time remained pc must pay. Review does ForTn 26 June 1965 carefully.

## **EXAMINER**

Examiner sends PC back to Tech Service if PC doesn't believe he was Released.

## **TECH SERVICE**

Tech Service routes to Registrar who sells PC more auditing.

## **ETHICS**

If Examiner sent PC to Ethics, Ethics examines for SP or PTS and handles accordingly.

## **HGC**

If HGC gets the PC again, it is up to the Case Supervisor.

## **CERTS AND AWARDS**

If the PC (as wlll be usual) has good indicators in, whether just in from HGC or just back from second Review, the Examiners whisk the PC to Certs and Awards.

Certs and Awards writes a Declared Ist Stage Release or Ist Stage Released OT, writes the certificate letter. logs it and calls HCO.

## **HCO COURIER**

An HCO Courier comes down from HCO to Certs and Awards.

Certs and Awards gives the Courier the papers and pin and the PC's folder which it got from the Examiner.

If the PC is not paid up, the Courier takes the PC to Cashier, to pay and leaves the PC.

The Courier then gets a signature and seal on the Declaration from authorized HCO personnel at once and rushes the declaration, pin and folder to the Registrar (sept 6).

The Courier has finished all required actions.

## **REGISTRAR**

The Registrar at once accepts the paid invoice from the PC and hands over the Declaration and pin and congratulates the PC.

The Registrar then sells the person training as the only road to Clear.

## **PAID UP PC**

The route of the Courier is varied for a paid up PC. The Courier drops the person off in the Registrar waiting area, gets the signature and seal and pops back with them.

If you don't have all these posts, if some are doubled, still the PC has to go through all these points.

Body Routing Forms will cover this route of PC to Release Rehabilitation.

You can go broke if you don't follow it. These lines must flow and fast.

**L. RON HUBBARD**

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 DECEMBER 1966

Remimeo  
Registrar  
Hats

**REGISTRATION DISAGREEMENTS**

The Registrar must route everyone who does not sign up for a service immediately to Qual for a disagreements check and then back to the Registrar.

Handle all sorts like this, "Price Disagreements", "Inactive FSM'S", "Procrastillators", "Old Timers". This applies to anyone who does not sign up for a service.

They pay for this service from Qual. The fee is the usual Qual rates set by the Ad Council.

The Registrar then signs them up after the disagreements check.

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L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 JULY 1969

Rernimeo

**DIANETIC AUDITING COMPLETION CERTIFICATE**

When a PC is completed on Dianetic auditing the Department of Certificates and Awards issues a certificate stating that this person has been audited on Standard Dianetics at ..... (Org concerned), that the person at this time is complete on Dianetic auditing and may proceed with Scientology Grades (or Advanced Courses if that is his or her next step). The certificate is signed and dated.

The main function of the certificate is that of a passport to Scientology auditing. It is presented by the Registrar who signs him up for his next auditing.

When signing up for Scientology processing at another Org the certificate is shown to the Registrar of that Org by the PC.

It is recognised that the person may require further Dianetic auditing at a later date. It is therefore not a Grade Certificate.

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Brian Livingston  
cs-s  
for  
L. RON HUBBARD  
Founder



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Saint Hill Manor, East Grinstead, Sussex

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Registrars

HCO BULLETIN OF 27 JULY 1969

**ANTIBIOTICS**

A pc on antibiotics *should* be given Dianetic Auditing.

Very often antibiotics do not function unless the illness or injury is also audited.

The basic failures of antibiotics apparently stem from a traumatic condition which prevents the medical treatment from functioning.

When a person is medically treated for an illness, it is best to back up the action with auditing.

Sometimes the patient is too ill to be fully audited. It is difficult to audit someone who is running a temperature. In such a case, let the antibiotics bring the temperature down before auditing. But if the temperature does not come down, in the interest of the patient's recovery, auditing should be done.

It is usually too late when the patient is in a coma. But one can still reach a patient who is unconscious by touching the patient's hand to parts of the bed with "Feel that (object)".

A patient will sometimes respond to commands even when "unconscious" if you tell them to squeeze your hand to acknowledge they have done the command.

Years ago the auditing of unconscious persons was worked out and successfully done.

Needless to say, auditing any sick person requires the most exact, careful auditing, strictly by the Auditor's Code.

**POST OPERATIVE AUDITING**

A person who has been operated on or medically or dentally treated or a mother who has just delivered a child should have the engram audited out *as soon as possible* by Dianetic R3R.

The after-effects of anaesthetics or the presence of drugs or antibiotics is to be neglected.

The usual action is to

1. Get them medical treatment.
2. Audit them as soon as possible on the illness or injury.
3. Audit them again when they are well.
4. Get them a Review if they seem to be showing much later after-effects despite Dianetic auditing.

HEAVY DOSES OF VITAMIN B1, B COMPLEX and C should accompany all such auditing actions.

## **SAVING LIVES**

All this comes under the heading of saving lives.

At the very least it saves slow recovery and bad after-effects and resultant psychosomatic illnesses.

Dianetics is the first development since the days of Rome that changes and improves the RATE OF HEALING.

Dianetics is also the first development that removes traumatic barriers from the path of healing.

Medicines and endocrine compounds quite often are effective in the presence of Dianetic auditing which were once inexplicably ineffective in many cases. The barrier to healing was the engram. With that removed, healing can occur.

## **OBJECTIONS TO USE**

Any barriers or objections to using Dianetics to assist the effectiveness of medicine or to increase the rate of or even secure effective recovery place the patient at risk as certainly as failing to use antiseptics.

Such objections can be dismissed as stemming from barbaric or superstitious mentalities or from motives too base to be decent.

It would not be possible to count the number of lives Dianetics saved in the 19 years even before the advent of Standard Dianetics. Few human betterment activities have been so widely successful and so uniformly helpful as Dianetics.

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**L. RON HUBBARD**  
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HCO POLICY LETTER OF 16 DECEMBER 1969

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Hats

**USED CF FOLDERS**

When an org has a CF folder of a person to whom they have sold all available services of training or processing, the following is followed as a *routine* line.

1. Select them to the next upper org or orgs, who on receipt of the selection slip will send them an Advance Reg pack.
2. Send a letter to the upper org or orgs saying so and so has been selected for services at that org, giving details of the person.
3. Keep in touch with the person to encourage him as necessary to go along for his next service.

Not following this line loses an org a lot of income.

Proposed by	Anne	Tampion
	HCO Exec Sec	WW
Approved by		
Jim Keely	Qual Sec	WW
Rosalie Vosper	HCO Area	Sec WW
	Ad Council	WW
Anne Tampion	HCO Exec Sec	WW
Jim Keely	D/Org Exec Sec	WW
Rosalie Vosper	Public Exec Sec	WW
Rodger Wright	LRH Comm	WW
Leif Windle	Policy Review Section	WW
Jane Kember	The Guardian	WW

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for  
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Founder

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Remimeo  
Registrar's Hat  
Ltr Reg Hat  
Dn C/S Checksheet

HCO BULLETIN OF 15 JANUARY 1970

**THE USES OF AUDITING**

Case Supervisors, Registrars and Letter Registrars particularly should know something of the enormous number of uses to which auditing can be put.

The idea of selling and applying "Dianetic Triples" and "Scientology Grades" as all one knows about is an approach that is both lazy and ignorant.

It is doubtful if one could count the number of uses to which auditing can be placed to help livingness and improve the health, ability and outlook of a person.

The trend now is to apply auditing to special requirements. But this is not a new trend-it is merely unknown. Emphasis on completed grades tended to drive out of sight the real uses of auditing.

Naturally one wants his Dianetic Triples and his Scientology Triples. But to say this is the end of auditing is silly.

In the pursuit of the "new" one forgets the successful old. In Class VI auditing, there are thousands of processes, all valid, if run only to F/N.

Dianetic Auditing particularly lends itself to specific situations. For instance, a pregnant woman should be audited on emotions and somatics relating to birth or babies before delivery. We used to simply audit the girl's own birth and any past births (R3R). Then immediately after delivery the engram is run out. Handling pregnancy in this fashion has the woman up and about in 3 days and in fine condition. This prevents utterly the extreme of "post partum psychosis" as mental upset due to delivery is called. It prevents any upset with the husband or child. It prevents physical after effects. In short, it *should* be done.

People who have been ill for some time often only get well because they are audited.

After any illness the person should be audited.

After accidents and medical care people should be audited.

Almost any human situation containing pain or misemotion should be handled by auditing.

In the field of ability auditing is king. The inability to study or to work or even to live can be handled in many ways. The simple action of listing the somatics, emotions and attitudes of the unwanted condition and running them R3R triples relieves them.

A registrar can sign up "Intensives" on these subjects and get them relayed to the Case Supervisor.

Auditing is for use.

Auditing is the answer to human disability and travail. It can make life worth living.

Auditing is not a limited action, "He's had his triples so you can't do anything" is about as limited a view as you can get.

The public should be given lists of things they may want handled. The use of auditing should be known, particularly in lower orgs.

A Case Supervisor should be fully aware of what auditing can do and insist that it get done.

There is no limit to what good auditing can do. That is the first thing one should learn about it.

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L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 15 JANUARY 1970  
Issue II

Remimeo  
Registrar's Hat  
Ltr Reg Hat  
OES Hat  
Tech Sec Hat  
Qual Sec Hat  
Dir Success Hat  
Dn C/S Checksheet

**HANDLING WITH AUDITING**

There is no reason or excuse not to actually HANDLE a pc's desire or complaint with auditing.

By *handle* is meant finish off. complete, end cycle on.

To give you an idea of the reverse-in admin we sometimes find terminals that refer despatches to others, let them drift, give excuses why not. This all adds up to NOT HANDLING. This is the basic reason for DEV T. (developed, meaning excessive, traffic). Like the stationery company writes somebody in the org to please specify the number of sheets wanted. So whoever's hat it is refers it to somebody else who refers it to another who fails to answer. In this way, the org can look industrious while accomplishing nothing. Nobody HANDLES it.

You can get a similar situation going with pcs. Nobody HANDLES the pc. And if you keep this up, your whole area fills up with unhandled pcs, the org's repute goes down and stats eventually crash.

The org is being paid to HANDLE pcs. It is not being paid to put them off or explain or let them drift away.

Here is an example from the early 1960s. An org had it going that anybody who was feeling bad and demanding help got a review. The review consisted of a Green Form to FIN. While this would clean up an ARC Brk or PTP or a poor prior session, it sure wasn't about to remedy a feeling of nausea. So a pc would come in with a feeling of nausea. He would be sent to review, get a Green Form and F/N on an ARC Break. Then Review would shrug off the fact that the pc was still nauseated by saying all it could do was a G.F.! In short, it wouldn't *handle* the pc.

Another recent case-pc with migraine headaches. Got some (evidently poor) Dianetic Auditing. No change. When the pc's friend complained, he was told it was "the illegal life she was living" and no action was taken. So the pc went to another org and *there* they refused auditing due to pain killers (instead of waiting 2 or 3 days until it wore off).

These are cases of NOT HANDLING.

The idea of non-handling can also go into fees. A pc once paid a Franchise for auditing to be done in an org. The franchise did not forward the fee so the org sent the pc back home.

Service and HANDLING are the same thing. When you give service you handle.

There are thousands of ways of not handling. Letting backlogs occur in Tech and Qual is probably the most serious to org income and to field repute. Also if a person is goofed up in Tech he probably is suffering and to be put off in Qual for any reason at all is a severe blow to the org. A 3 hour Qual backlog is too long.

So, part of HANDLING cases is HANDLING - 0 - W !

I recall a Qual backlog I once found of 10 pcs. They were of all varieties-but the main fault was just nobody had the idea except the pcs that they should be handled NOW. And HANDLED. I sat down and did four of them in the next four hours and grabbed off auditors from Admin and Exec areas and handled the rest. Within 6 hours of finding this backlog, they were all HANDLED, happily, finally and wholly satisfied.

What was required was (a) a determination to handle cases, (b) a surety they could be handled and (c) the actual handling. All three points are needful.

Only two things prevent the above. When the help factor is low in the org or its auditors, there is no real determination to *handle* cases. A commercialism enters where the payment of the money is more interesting than the delivery of the service. This is self-defeating. One has to have the money but one won't continue to get money unless one is vitally interested in actually delivering service-which means actually handling the cases.

The certainty that one *can* handle cases depends in the main upon good training and exact application of the technology. There can be an awful lot of tech to apply but the point is to apply the tech that is applied with exactness. "Squirreling" is not really different processes-it is careless, incomplete, messed up auditing procedure. An auditor auditing a process that reads with excellent TRs to an F/N with good indicators seldom has any loses. But even given good procedure, one occasionally gets a lose. This tends to reduce one's certainty that he can get a result on a pc. Usually it isn't one's own pcs that cause this-it's hearing about some pc who didn't get a result, but not hearing the whole story.

If one's command of the subject of auditing is poor he doesn't recognize why there was a lose. A pc lies about having eaten or slept or is being audited on someone else's determination or some such thing and because of these, the pc gets a lose. This causes the auditor to have a lose.

Some auditors can get 20 wins and I lose and then mourn only about the I lose.

What is missed here-with pc loses-is that it is almost always a short term lose. They lost in this one but nobody thinks to KEEP AT IT WITH DIANETICS AND SCIENTOLOGY UNTIL IT'S A WIN.

I've seen somebody audited for years before he finally and forever lost his chronic trouble. He would get better and then relapse, never quite so bad. And finally he recovered totally.

So there must be some idea extant amongst auditors that all "wins" in auditing must be fast, total and appreciated volubly. This isn't always the case. In fact,, it is in the minority.

So an auditor's and an org's certainty should depend only on being certain of eventual permanent result and to be very extra happy when it is fast, total and appreciated.

*To handle* a case one keeps at it. So the pc got an intensive. So the pc wasn't handled *in that* intensive, Well, one doesn't just dust it off and say that's it forever. The Case Supervisor looks harder and gets the Registrar to get more auditing bought.

If Dianetics didn't handle, Scientology will. If this process didn't handle completely, that process may.

This is the winning attitude. I know one case that's still goofed up after a decade. The medics put a steel pipe in his leg bone. He won't get it taken out and insists on auditing only. So every few months somebody tries again. Sooner or later this case will be handled. The point is to keep trying to handle,"not dream up reasons it can't be.

Auditors brought up with the idea that 5 hours of auditing should always resurrect a decayed corpse haven't been brought up right. Some SP around them has been making demands of the subject and auditing that BUILD IN LOSES.

Girl with migraine, 15 hours of Dianetics, still has migraine. Okay. So we don't brush her off. We get her to buy a good long Scientology intensive and do a full "GF 40". Still has migraine. So we now do another Dianetic Intensive.

We don't mislead her. We say, "Okay, you want to get rid of your migraine. So we'll stay with you if you'll work along with us as long as it takes. It might happen fast, it might happen slow. You might have to go all the way to OT Grades. But we'll try all the way."

A Registrar that promises instant miracles is cutting the Tech Sec's throat and the GI as well!

The condition can be handled. The whole point is, for the good of the pc and the org it eventually must be handled.

There are literally thousands of processes and approaches available for use.

The pc expects the condition to be handled. So one way or another one gets the pc handled. To do otherwise is to court disaster for the org.

Now and then a pc gets away, nearly always because of errors that get the pc upset with the subject of auditing, never when the org wasn't still trying to handle. A session was goofed and not repaired, somebody in the org inferred the condition couldn't be handled, that's the sort of thing that loses pcs.

Keep on trying to handle and you will succeed.

Auditing is remarkable enough already not to cripple it by leading pcs to expect instant results every time.

But the main point is, you audit a pc with Dianetics and Scientology until the pc's case is handled.

And sooner or later, it will be.

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HCO BULLETIN OF 19 JANUARY 1970

Remimeo  
Registrar Form

**REGISTRARS' ADVICE FORM**

Although no Registrar may give tech advice to a pc, what the pc wanted and expected and bought is made a matter of interest to the Case Supervisor.

Routing:

1. Registrar's Desk.

PC complained of \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

PC hoped to achieve \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

PC was sold \_\_\_\_\_

\_\_\_\_\_

Any data from pc CF folder \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2. To Examiner or Tech Director for Interview.

PC's TA \_\_\_\_\_ NEEDLE \_\_\_\_\_

PC's appearance \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



Prior Auditing \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

PC hopes \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. To Tech Services.

Include in PC folder and send folder to the C/S. Be sure to send any old tech folder the pc may have on file or may have had sent in or brought in.

4. C/S noted the above.

\_\_\_\_\_  
Initial

Note: This Advice Form in no way relieves the C/S of any responsibility in handling the pc's case. It is advice only. The C/S may require other actions be done first. Insofar as possible, the pc's desires are achieved but not necessarily in this one intensive and the pc should be so informed by the Registrar.

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L. RON HUBBARD  
Founder

Remimeo  
Div  
Div 4  
Registrar  
Case Super  
All orgs  
All SHs

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 FEBRUARY 1970

**PC APPLICATION FORM  
FOR ANY MAJOR AUDITING ACTION**

This form is to be made out by the Preclear and mailed or handed in to the Registrar, who will forward it to the Case Supervisor. It is an addition to any other sign up papers.

\_\_\_\_\_  
PRECLEAR NAME (BLOCK CAPS) \_\_\_\_\_  
DATE

\_\_\_\_\_  
CURRENT ADDRESS

\_\_\_\_\_  
CITY

I \_\_\_\_\_ (name) hereby apply for auditing

- Single Grades Dianetics, any org
- Triple Grades, Dianetics, any org
- Single Grades, Scientology, any org
- Triple Grades, Scientology, any org
- POWER, in a Saint Hill org
- R6EW, in a Saint Hill org
- CLEAR, in an Advanced org

1. I realize it may be necessary to prepare my case for a major action, such as above or to handle medical actions or to get auditing for chronic somatics or particular difficulties.

2. I have the following physical disabilities \_\_\_\_\_

3. I have had auditing on the following \_\_\_\_\_

4. I have had case gains on \_\_\_\_\_

5. I have been trying to get the following chronic condition handled \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. I have, have not (circle one or the other) contacted past lives in running engrams.

---

---

---

7. The following close relatives or family are favorable/unfavorable to Dianeties and Scientology.

---

---

---

8. I have, do not have a drug history. (Circle one)  
(By drugs is meant-to mention a few-tranquilizers, aspirin, amphetamine, medical drugs, marijuana, LSD, opium, and including alcohol.)

8a. I am, am not presently taking drugs. (Circle one)

9. I have, have not been treated by psychiatrists. (Circle one) Give any details.

---

---

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10. I am a fast, slow student. (Circle one)

11. I have already had the following auditing actions

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---

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12. My training level in Dianetics or Scientology is (include have read books or not, if no formal training).

---

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---

13. I object, do not object to medical treatment (circle one), if I am physically ill.

---

---

---

14. I plan the following auditing actions after the above major grade is attained.

---

---

---

I hereby swear and attest the above to be true.

\_\_\_\_\_

SIGNED

Fill out, sign and return to the Registrar, who will include it in your folder for Case Supervisor use.

L. RON HUBBARD  
Founder

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[Note: Question 8 has been revised per HCO P/L 6 August 1971, Issue XII, to include the section in parenthesis and also 8a.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Remimeo  
Div 2  
Div 4  
Registrars  
Case Supervisors  
Class VIIIs  
All orgs  
SHs.

HCO BULLETIN OF 4 FEBRUARY 1970  
*URGENT - IMPORTANT*

**PC APPLICATION FOR MAJOR ACTIONS**

It is vital that HCO Policy Letter of 4 February '70 PC Application Form for Major Actions be filled out by any pc applying for major auditing actions.

Major actions are:

Dianetic Singles  
Dianetic Triples  
Scientology Singles  
Scientology Triples  
POWER  
R6EW  
CLEAR  
OT GRADES

Other actions, such as Student Rescue Intensives, Assists, handling chronic somatics, regaining specific abilities, as desired by the pc are not major actions.

THE BIG POINT OF CLASS VIII IS THAT A PC'S CASE-OR A PRE-OT'S-IS PREPARED AND SET UP FOR ANY MAJOR ACTION.

This applies to all levels of pcs and applies to ALL AUDITORS whether VIII or not.

NEVER RUN A PC ON A MAJOR ACTION WHOSE CASE IS GIVING TROUBLE.

Get that trouble *handled* first. This is done IN TECH DIV IV not in Review. PCs shy off reviews. Reviews are for cases flubbed IN AUDITING. Ordinary Dianetic Intensives or Class VI Scientology processes to handle case trouble are run in the Tech Division.

The lowest level of handling is to get the pc to a medical doctor for treatment of any purely medical trouble. This can be accompanied by Dianetic assists. We do not advocate severe operations and particularly do not advocate "exploratory operations". We will not refuse auditing on the grounds of medical illness. We do advocate that known physical illnesses that respond to medical treatment be given it.

Assists are the next level.

Flying life Ruds, S & Ds and other such Scientology actions, including "GF 40 Complete" more Dianetics and Class VI processes are all preparatory actions. There are literally hundreds of these.

It takes, it is reported, 25 hours of Dianetics for a field pc to get into past lives. On the PL form No. 6, these are noted. If the pc has not contacted past lives yet he must have more Dianetic Auditing until he does so. Using Suppress and Invalidate on old lists gives you lots of items to run triple.

If a needle is dirty, the pc needs to be smoothed out by good auditing.

If the TA is high (4 or above) the pc needs more engrams run.

Dianetics and Class VI actions can and do handle chronic somatics. Use such processes until there are no more chronic somatics.

Test results should be available to a Case Supervisor. Until these are better, it is folly to engage in Scn triples or Power or above, as the gains won't hold.

EXAMPLE OF WRONGNESS: Pc has had Scn singles. TA tends high. Registrar signs up for triples and without further ado they are delivered. Flunk. The pc should have had a lot of Dianetics before anyone ran triples.

EXAMPLE OF WRONGNESS: Pc with migraine signs up for Power, is given Power, asks for refund. Flunk. The pc should have been required to get all Dianetic Auditing necessary to get rid of the migraine and the whole case smoothed before Power was begun.

It is very serious not to prepare a case for a major step. The cycle of sign up, give major action, refund is a very very sour way to deliver auditing.

The org and the Case Supervisor and the auditor must care what happens to the pc. An org and a Case Supervisor and an auditor must have a reality on what auditing can do.

By using HCO PL 4 Feb 70 you get around the sticky bit of the pc thinking he is just being persuaded to have more auditing. He is made to apply. He is looked over in Tech as well as the form and told what needs to be done first.

If you are really interested in the pc, you will have no trouble.

The pc or PreOT makes out HCO PL 4 Feb 70 for every major step in auditing. Studying these the Case Supervisor will know what to do.

Do not use HCO PL 4 Feb 70 to prevent auditing from occurring. On the contrary, use it to increase gains on the pc.

This PL is also a major promotion opportunity. But don't promote by mailing it broadly unless you actually have auditors auditing in your org and the large number of auditing actions which can be done on a pc comprehended by the org and Case Supervisor.

Handled right this HCO PL 4 Feb 70 can bring success and great prosperity to your org and make a very happy field.

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Founder

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HCO POLICY LETTER OF 16 MAY 1970  
To be included in any answer to such petitions

Remimeo  
LRH Comms'  
Hats  
HCOs

**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:

5. 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.
6. They waive any right of refund.
3. They follow instructions given by the org.
4. That they do not attack any auditor, org or Scientology during or after processing and post a bond not to do so.
5. That they help Scientology and help others.
6. 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.

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Founder

[Clarified by HCO P/L 26 October 1970, *Institutional and Shock Cases-Posting of Bonds*, Volume 2-page 348.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 JULY 1970

*URGENT*

(Effective for the week ending Thursday 6 Aug 1970, OIC  
Reports)

Remimeo

**REGISTRAR STATISTIC**

The statistic of the Registrar is changed to the GROSS INCOME OF THE ORG.

This is the stat of Department Six for the moment, and for Division 2.

It has been found that the Registrar Number of Interviews Stat gives a false scene and is directly responsible for the falling income of orgs.

It is NOT how many people the Registrar sees, nor how many items sold but the gross income from all items sold.

Registrar number of interviews is the stat of Reception, not the Registrar.

Stats of soaring Registrar Interviews and letters in accompanied by steeply falling bodies in the shop and completions on the International GI alerted me to the situation.

At this writing the Ideal Scenes and Stats of the whole org (see Data Series P/Ls) are being reworked. However the Gross Income of the Org is and always was in actual practice the statistic of the BODY REGISTRAR and will so remain in the stat redo.

It is very urgent that this statistic be changed from Interviews to Gross Income. See effective date for OIC use. Do it locally NOW!

L. RON HUBBARD  
Founder

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HCO POLICY LETTER OF 3 AUGUST 1970

Remimeo

Ecs

Dissem Secs

Dir Reg

Registrars

Public Registrars

Registration Chsht

**REGISTRARS MAY NOW TALK MONEY  
ONLY ACCOUNTS TALKS MONEY DETAILS**

(Cancels HCO P/L 15 Sept '65

"Only Accounts Talks Money")

The current scene in Scientology makes it imperative that a Body Registrar be allowed to talk money to her interviewees. It is recognized, when directing a person to their next step, that the question of finance will come up. To not handle such inquiries will result in Registrars concentrating on SIGN-UPS, rather than ENROLMENTS; Enrolments bring about their statistic: Gross Income of the Org.

Therefore, Scientology Organization Body Registrars (and Public Registrars) may talk money, but are forbidden to make any financial arrangements, promise credit, or make ANY promises regarding payment for a service. ONLY ACCOUNTS TALKS MONEY *DETAILS*.

Registrars must now become totally familiar with all pricing and price structures for major services and add all such HCO Policy Letters and Executive Directives to their hat. The Dissem Sec is to liaise with the Treasury Sec to ensure that her Body Registrar has all the correct prices.

Body Registrars are now put in the position whereby they can regulate and push up their own statistic, which is directly caused by the number of enrolments for major services in the org from Central Files.

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CS-2  
for  
L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 OCTOBER 1970  
Issue III

Remimeo

**ASSENT FORM**

To be used with HCO PL 24 August 1970, "A Recommended Program for Rehabilitation of Drug and Alcohol Cases" in addition to the usual Registration and Waiver forms.

I, \_\_\_\_\_ having applied for  
Pastoral Counselling and Spiritual Guidance in the Church of Scientology,

- (a) do attest that I have sought its help on my own determination
- (b) do understand the aims of the Church of Scientology and its organizations
- (c) do understand that the Church of Scientology does not engage in the practice of physical healing
- (d) do understand that the Church of Scientology, by its use of Pastoral Counselling and Spiritual Guidance, makes happy human beings, and does not treat or diagnose any medical ailments of body or mind whatsoever.

And I hereby agree and promise, that I will not in any way recommend or encourage the use of, or sell, give, attempt to barter or make available in any manner or any connection, any habit forming drug to any person connected to the Church of Scientology and its spiritual practices.

I further understand that violation of the above clause will result in suspension of all privileges of the Church and its services.

Signature \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

Date \_\_\_\_\_

Witness \_\_\_\_\_

Place \_\_\_\_\_

Date \_\_\_\_\_

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Training & Services Aide &  
cs- I  
for  
L. RON HUBBARD  
Founder



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HCO POLICY LETTER OF 26 OCTOBER 1970

**INSTITUTIONAL AND SHOCK CASES  
POSTING OF BONDS**

Remimeo  
LRH Comm Hats  
HCOs

Clarifies HCO PL of 16 May 1970 "Institutional and Shock Cases, Petitions From". Refer also to HCO PL of 1 Oct '70, Issue 111, same title, Legal.

There are many persons in the category of Institutional or Shock Cases who have been on our lines for years, have continued in processing long enough to be helped, have made gains and have supported orgs, have followed instructions given them and in general have maintained an excellent record.

These persons should not be arbitrarily forced into the same category as a person who is arriving at our doorstep for the first time.

Only those who have already shown that they do not as a rule follow one or more of the stipulations of the 16 May '70 Policy should be required to bind themselves to those stipulations when newly applying for service.

An HCO Area Sec is at liberty to waive the stipulation requiring a bond be posted if the person's record shows it highly unlikely that such a precaution is necessary, but is held responsible should trouble ensue and it is found that there were grounds for demanding a bond.

The opinion of the Guardian's Office can be obtained. The C/S can advise as to past case progress, the auditing actions to be next undertaken, the hours being purchased. The Course Supervisor can advise likewise with regard to student applicants who fall under the 16 May '70 Policy.

If all seems plain sailing, there would ordinarily be no reason to delay the person any further in receiving the service requested, once he has put his signature to the agreement laid out in the HCO PL of 1 October '70, Issue 111.

**THE AMOUNT OF THE BOND**

The sum of £100 (or equivalent) specified in the 1 Oct '70 Iss III Policy Letter is considered by Legal as being appropriate.

One or two areas have demanded huge sums be posted in bond, thus effectively stopping any further progress.

It was not the intention of the 16 May '70 Policy to make it *impossible* for institutional and shock cases to obtain training and processing.

If a person has already obtained the consent of an org and an auditor to help them, there can be no reason to then block him off from that help by demanding a bond that he cannot pay for.

**ROUTING OF PETITIONS**

It should be noted that an HCO Area Sec, HCO Exec Sec or Executive Director or CO may be petitioned by an institutional or shock case. They do not all have to petition L. Ron Hubbard.

One whose petition is denied locally by an Exec Dir should be told that a petition may be sent to LRH and in this case a CSW on the why of the local refusal must be sent with the person's petition to LRH.

It is not correct that every petition on these lines must be routed to LRH, and to LRH only.

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LRH Pers Comm  
for  
L. RON HUBBARD  
Founder

Remimeo  
Exec Dirs  
Prod Officers  
Org Officers  
Dissem Hats  
Registrar Hats  
Treas Hats  
CLOs for  
Compliance

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HCO POLICY LETTER OF 11 MARCH 1971  
Issue I

**REGISTRAR INVOICING LINE**

(Cancels HCO PL 3 August 1970  
"Registrars May now Talk Money  
Only Accounts Talks Money Details"  
Modifies HCO PL 15 Sept 65  
"Only Accts Talks Money")

*Note:* This P/L does not apply to Public Regs in Division 6 and does not change existing Public Lines.

Department 6 is now responsible for Income Greater Than Outgo Plus Reserves.

Gross Income is a stat of Department 6 and is the stat for the Registrar.

The Registrar, to control her stat and to achieve the Valuable Final Product of Income Greater than Outgo plus Reserves, obviously must talk money and collect it in bucketsfull.

The way the line is set up now Bodies get lost somewhere between the Registrar and Cashier and because of this orgs are losing between \$500 and \$1000 daily

In one org there is known to be a one foot stack of sign-ups who never got to Cashier from the Reg!

So where does all this lead us?

It leads us back to the former successful line of the late '50s and early '60s when the Registrar would interview people, sign them up, AND TAKE THEIR MONEY for individual training and processing.

This is the way the line was in in the first very affluent foundation.

The line was changed, probably on a wrong WHY, and since then has only worked on personality and proximity of Registrar and Cashier. As evidenced at SH through 1965-67.

Responsibility for the org's GI has been too long resting on the Dir Income's shoulders.

With the way it is set up now, Department 7 mostly operates at the irreducible minimum of collecting cash over the counter, while its vital admin functions would be in total neglect.

The point is, ALL ORGS HAVE DEBTORS, be it only Qual Services, and Freeloaders. Partially paid Advance Payments are also truly a debt to the org-they must be followed up and collected. And it is Dept 7's major action to see that ALL funds for org services and sales get collected.

It is a fact then that money worries begin when one doesn't produce and then when one doesn't collect what one is owed.

From the above, we therefore get a split in Income functions:

1. Dept 6 collects new Cash.
2. Dept 7 collects Credit Owed and Advance Payments.

The Registrar is beefed up as an Income Producer and Treasury is freed up to get in its standard collection actions.

It now doesn't become a question of who takes in the most Income.

**BOTH DEPTS TAKE IT IN IN BUCKETLOADS.**

### **THE NEW INCOME PRODUCING LINE**

1. The Registrar has an Invoice Machine on her desk. She is hatted on the subject of
2. making out Invoices.
3. The Registrar must be totally familiar with all pricing and price structures of the Org.
4. The Registrar has an Org Price List and Refund Notice posted by her desk.
5. The Registrar is totally money-minded and gets that body into the shop. She is a cracker-jack at handling the Public Individual and producing Income.
6. The Registrar has her lines fully in so that she never misses a Hot Prospect from the Public Divs or the Div 2 lines. She signs them up and *takes their money*.
7. The Registrar interviews public pcs and students *after* training and processing and re-signs them up and *takes their money* and usually nets some 50% of the Org's Income for additional sign-ups in these "after Interviews".

### **ADMIN SET-UP**

1. Dept 7 is responsible for the admin set-up necessary to Cash Collection for the Registrar.
2. Invoice Packs are issued the Registrar by the Cashier and standardly logged in and out.
3. The Registrar Invoices all monies received by her over the counter.
4. The Cashier and Registrar work in close liaison. One could even set up a buzzer system between the Cashier and Registrar's office so that the Cashier could be called upon at a moment's notice to serve the Registrar.
5. The Cashier makes change for the Registrar. The money and any notes are handled by the Registrar.
6. The Registrar turns over to the Cashier the fourth copy of her invoice and any note, and the money received. As usual, Dept 7 also gets the 3rd copy of any Debit/Credit Invoice for collection purposes.
7. The Cashier then checks for correctness of invoice, and sees that it matches the money received.
8. The Cashier keeps the money until picked up by the FBO or RAM for banking.

9. Dir Income remains responsible for doing weekly income breakdowns, combining Registrar takings and Income Dept receipts for the week.
10. Body Collections are done by the Cashier on past due payments locally, and may also be done by FSMS.
11. The Income Dept is mainly concerned with getting in monies owed to the org and advance payments through standard collection actions and monthly statements,
12. The above is done with a routine admin set-up which uses the xerox and address machine, but entails NO letter writing or typing statements. (Collection letters can of course be written to debtors who are not answering up to statements.)
13. The Income Dept has a series of income folders. Each folder has in it a summary sheet for that account.
14. Invoices are posted by hand to the summary sheets routinely.
15. Once a month, summary sheets are xeroxed for statements.
16. Dept 7 also uses a billing slip, which bears a "PLEASE REMIT" in bold letters, and which has a blank space to write down the balance of account.
17. Dept 7 keeps in its own area and under its own control, a tray of address plates which matches exactly the set of collection folders.
18. The billing slip gets run through the address machine and matched to its corresponding xeroxed summary sheet. Both get stuffed into a pre-addressed envelope and sent out!
19. When receiving a Debit-Credit invoice from the Registrar, the Cashier makes an address plate for the person's permanent address and makes up a folder and a statement form if one doesn't already exist in the file.
20. An address check basket is set up in Income Dept. Before filing, all Debit/Credit Invoices, whether written on Reg lines or by the Income Dept, and all other Income mail particles go through this basket so that plates can be checked and changed as needed or new plates made up.
21. A whole Advance payment billing layout parallels the above. The same system with summary sheets and billing forms is used, but the full run off is sent to Advance Reservations Reg in Dept 6 so she can nudge along with the statement and mail the statement and letter out.

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This new line is guaranteed to raise your Org's Gross Income, and if putting an Invoice Machine on the Registrar's desk doesn't do it, then she sure needs hatting and drilling on the subject of *Producing Income*.

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Do the above and become a Member of the BE VIABLE CLUB!

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Written by  
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from the notes of  
**L. RON HUBBARD**  
Founder

[See also HCO P/Ls 26 October 1971, Issue 11, *Statistic of the Body Registrar*, and 2 February 1972, *Invoicing Clarification*, in the 1971 & 1972 Year Books.]

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Gen  
Non-Remimeo  
*HCO Div 2*  
*Dept of Prom*  
*Reg*

HCO POLICY LETTER OF 6 APRIL 1965

**LETTER REG HAT**

The Policy Letter must be hat checked on the Letter Registrar by the HCO Secretary or LRH Communicator on the HCO Dissemination Secretary, the Director of Prom-Reg and the Letter Registrar complete with the drills and clay table. After 1 June 1965 no person may have any but a Deputy Title in these posts until the check and drills are completely done and the fact reported to HCO Dissem Sec HCO WW with signature of the hat checker who did it. HCO Dissem WW then informs HCO Sec WW that appointment may be issued. After June 1, 1965, including any letter of the Letter Registrar not written according to this policy in a report of "Letters Out" for Prom-Reg will be considered a False Report. The purpose of this Policy Letter is to co-ordinate the activities of the Letter Registrar with general Scientology promotion and bring prosperity to the organization and Scientology to the public.

The purpose of the Letter Registrar:

TO HELP LRH GUIDE INDIVIDUALS BY LETTER INTO CORRECT CHANNELS TO OBTAIN SCIENTOLOGY AND TO INCREASE THE SIZE OF ORGANIZATIONS.

The duties of the Letter Registrar do not consist of writing floods of generalized promotion letters. This is the job of the magazine and special mailings. The magazine faces the general public.

The Letter Registrar faces individuals only.

The Magazine and broad mailings do all General Promotion.

THE LETTER REGISTRAR FINDS INDIVIDUALS WHO WANT SOMETHING ,KND WRITES THAT PERSON LETTERS THAT HELP HIM OR HER TO GET IT.

This is all a Letter Registrar does in writing letters.

It is the magazine and mailing pieces and the books which develop the want, the general programme which indicates a channel. The Letter Registrar picks up the individual response and puts it in the channel and pulls it in.

1. BROAD PUBLIC PROMOTION: Ads, Books, Magazines, Mailings, Brochures. NEVER by Letter Reg. Only by Promotion Hats.
2. PROGRAMMES: The channel in which the service is requested and the person is moved by the Registrar for delivery. The Letter Registrar replies to wants or inferred wants by pointing out to the individual the existing channels.
3. RESPONSE by Individuals by mail. ONLY by Letter Registrar.

The backlog of responses is in CF. These are carefully worked over by degrees of interest and each one is offered help to get what he or she wanted. No want of any kind expressed or inferred-no Letter Reg letter is written.

Promotion develops the want by carefully showing what it is all about and the Programmes that exist for the individual.

The Letter Registrar is entirely an intelligent router of individuals by mail.

Her counterpart is the body receptionist who routes people who walk in, only the Letter Registrar does it by mail. When want is expressed or inferred Letter Reg responds.

Letter Reg leaves *no expressed or inferred want unanswered* in the files. To do so ARC Breaks the want.

The situation is this: Broad Promotion is done by magazines, info packets, mailings. This is at *many* people and also makes known to various types of people or persons at various Scientology stages of advance the existing services and programmes. The Broad Public Promotion arouses a *want* in the persons contacted.

Those individuals who by letter request or infer that this want be satisfied, are answered by the Letter Registrar individually. The Letter Registrar must be an expert on Programmes (such as books available, Academy Training, HGC processing, Memberships).

The Letter Registrar reads the *individual's* letter and finds out what *that* individual wants or infers he or she wants.

The *whole* duty of the Letter Registrar is (a) to help *that* individual get on a route that will deliver the thing wanted and (b) increase the want.

The basic on this is that *mail is from individuals* who want what has been promoted or infer they might want it.

Mail is not from "The Public". The mail consists of letters from INDIVIDUALS. They are not a collective mass.

Persons who are badly ARC Broken in life must not be posted as any type of Registrar as such *generalize* their incoming mail as from the "Public". An ARC Broken person got that way from generalities containing false data that was calculated to suppress the hearer. Such people don't pick out individuals in a crowd because of their "fixated generainess" of existence. A Registrar must be able to see that one person is different from another and a Letter Registrar must see this through a letter received.

The Letter Registrar can see what *that* person who wrote *that* letter wants or might be able to want and intensifies that want and helps the person as seems necessary to enter a programme channel (books, training, processing). Therefore the Letter Registrar must be *very* familiar with the books available, the auditing available, the training available. If the person cannot qualify for what is offered in one way, the Letter Registrar points out another way.

A Letter Registrar who is unbriefed in the channels which exist-what can be begun by the person-will inevitably disperse and start writing letters that are just a second, and very expensive and ineffective "magazine". The magazine writes a "form letter" to the "Public". Not the Letter Registrar.

The Letter Registrar GUIDES the individual into a proper channel. Once there, that's it. The org takes over until the person, out again, is ready to be entered into another channel in the org and signifies it by speaking up.

### **THE LETTER REGISTRATION BASIC CYCLE**

The routine is exactly this and no other:-

Books are advertised.

Books are sold.

A Magazine is sent to the buyer. It contains material to make the book buyer want service, clarifies words, shows people in an org, etc.

The book buyer eventually reaches for the service due to the repeated issues of the magazine.

If this reach is by mail, the Letter Registrar finds out by reading the letter what the person seems to be reaching for.

The Letter Registrar points out the channel reached for.

The Letter Registrar intensifies the want.

The person eventually comes in, perhaps after letters responding to an ad rather than book orders. But this only means the Letter Reg enters earlier. "Buy a book" is the response by the Letter Reg, measured carefully against the content of the letter. "Buy a book." What use to talk to somebody who can't afford even the price of a book or a few letter exchanges.

That's the whole of the Letter Registration Basic Cycle.

### **ONLY VARIATIONS**

When you omit parts of the basic cycle you mess up the channel and block it, or you don't reach any individual.

The only seeming variations of the cycle consist of who won't read one. The cycle then continues.

If a field staff member's contact writes in, reaching, treat the person as somebody who has bought a book or sell a book depending on the content of that individual letter.

Obtaining mailing lists bought or sent in all one does is send out ads for books in a packet. That's all. No other material. Make it easy for the person receiving the ad to order the book and enclose the money and make the person *want* the book in accordance with the type of list being used! Hit the list a few times with similar literature. It all says to (a) buy a book and (b) what book to buy and (c) how much and (d) why one wants the book and (e) how easy it is to buy it and (f) what a good thing it would be if one did. Anything else will confuse the channel. *Only offer one channel* in such pieces.

When the person buys the book and reads the book, if one doesn't hear, one *can* send a questionnaire about the book that also asks what the person wants.

Then probably the person writes or at least sends in the questionnaire and for the first time the Letter Reg is personally on the line to that individual.

These are Promotion Activities-broad public approach-right up to the moment the *individual* responds by a slight reach.

It still is:

1. Promotion Activities making broad approaches to get a response from an individual.
2. The Letter Reg picking up the individual and getting him or her on a channel.

### **ERRORS**

For a Letter Reg to do Broad Public Promotion in letters is useless and expensive and ineffective. Letters are from individuals and are answered to *that* individual only.

"Form Letters" are foolish as one can't do a form to cover individual wants. The want is individual.

Writing broad public form letters leaves the whole of CF neglected and ARC Breaks people who reached and didn't get answered. Questionnaires are the easiest to overlook. Answering a filled out questionnaire with a form is foolish as it wastes the questionnaire.

Questionnaires about "do you want to be kept on our mailing and throwing away those who don't respond is very terrible indeed. It will break an org. People don't usually answer as it violates the Letter Reg Basic Cycle above. They have folders in CF containing reaches for the org. These should be developed to reach want by the Letter Reg.

It is a mistake to write a letter without the person's letter or filled out questionnaire *and* folder if any in hand. One spoils the channel by making mistakes about the person or the person's needs or plans.

It is a terrible mistake to let a person loose on Promotion who does not understand the above Promotional Aims and who doesn't do them. It's even worse when a Letter Reg ignores the responses and begins to be a magazine.

It is an error for a Letter Registrar to promote small events by individual letter. That is again broad public promotion.

### **LETTER REG PROJECTS**

Every unanswered reach in CF is a potential ARC Break. The Letter Reg must dig out all reaches or inferred reaches and show them a correct Channel (Programme) and intensify the want. This is done under no tension. It is just done.

When a Letter Reg isn't busy, broad promotion has been goofed. The Letter Reg must not try to make up for it by Letters. The correct project for the Letter Reg is to scout down, by long distance 'phone if necessary, existing mailing lists of health book buyers, health food buyers, mystic literature buyers, science fiction buyers, etc, etc, etc, from firms that sell mailing lists and buy them and prepare an *appropriate* mailing for them with the above requirements, and get it off, meanwhile answering up the reaches that are made daily. A Letter Reg must have people write in in order to write to them. Therefore new lists, a once in a while questionnaire to old lists which intensifies their want (not, "do you want us to \_\_\_\_\_ but "you want \_\_\_\_\_ ", and a

magazine that defines Scientology words, sells books, shows photos of lots of Scientologists, displays ads for services and shows routes, are vital necessities or the post can't operate. This may be somebody else's hat in a specialized org but it's the Letter Reg who has to have the response and so the Letter Reg if unable to find enough existing mail to keep busy had better increase the volume of demand or she can't show anyone how it can be supplied.

Questionnaires must never go straight into CF. All questionnaires when received back are put in a bin beside the Letter Reg who then answers the implied reaches. And only answered questionnaires go into people's folders in CF. Questionnaires which can't be so answered were foolishly composed in the first place (see above for what is needed in one). The Letter Reg answers the daily mail, then chews away on the questionnaires until they're completed-each implied want is intensified and shown a channel.

### **ANSWERING TECH QUESTIONS**

A tech question in a letter is *never* directly answered. This is a reach. The Letter Reg is not a book or the Academy or a pen pal. One *uses* the question as a want and shows the writer the channel by which it can be satisfied. "The answer to your question will be found in the following text for which I provide a flier" would be a response from a trained Scientologist Letter Reg. "You are eligible for a Level ---(from the person's folder) course where such data is taken up carefully by good instructors," or "I see you need an extension course by your question and I enclose the information sheet about it. Please sign the card and return ....." Or even, "We have a field staff member near you. I am sending your letter to him as he is an expert and can answer more fully."

If you start running a course by mail you are not putting the person on the org channel.

In short, you use everything you get (except sour grapes) as grist to your mill. Turn it into an indicated want and head the person to the channel that will satisfy it.

### **DON'T END CYCLE**

The Letter Reg never heavily acks any intention to reach expressed by a person. Never "I'm SO glad you decided to come. Thank you. Good. Fine." That ends cycle. The Letter Reg doesn't let cycles end. Proper reply to an expressed reach is "Reach". Somebody wants a course. Say exactly how to reach it!

Don't stop traffic. Start new reaches.

The Letter Reg is like a vacuum cleaner-all pull in as she contacts the outside. If you answer tech questions you end the cycle. If you acknowledge too hard you end cycle.

*Mystery is* the heaviest pull. Without being mysterious or choppy one puts the here-it-is ahead of the want to know and so pulls the person into the channel best suited to satisfy the mystery at last. It is the person who is in mystery. By putting "the available answer" north-east-south-west without stating it, the person is headed northeast-south-west at will. Thus we are very selective in what we answer. Answer almost everything about facilities, living conditions, travel but not tech. Tech has already been given in a book. To give more would "gild the lily" and stop the reach. Mags give enough tech to start a want. So do brochures and fliers. The Letter Registrar routes, pulls, guides but doesn't teach tech.

### **LETTER REG REGISTERING THE BOOK OF LETTER SCHEDULING**

The Letter Reg actually registers. This is done by getting people to *Schedule* courses and intensives.

Just channelling on courses and intensives is not enough. One must *get the person to say when* they are coming for their next course or next grade of intensives.

For example on a questionnaire Bfill says he someday wants to be trained. One intensifies this with WHEN and gently coaxes Bill to say "next year" and then coaxes Bill in a next letter to say WHEN NEXT YEAR. So Bill does and it becomes a fact and the *Letter Registrar registers Bill in her Book of Letter Scheduling*.

Such a book is best if heavy paper loose leaf, very heavy binding and snap ring for page removal and replacement. Thus such a book can have a page removed for a copy



machine to copy, the page replaced and the copy sent on with no other work. One week can be one page or several pages if it goes to many students and pcs. One can keep the right side of the open double page for students and the left side for preclears and the week at the top of each page. Thus one can put a lot of pcs and students in it if it's big enough and can see week by week for months and even a year what is coming.

The game is to get this Book evenly filled up and then more full.

One NEVER consults tech about it. The Letter Reg isn't in the Tech Division. One only *tells* Tech what's in the book from week to week and what its future is.

The Letter Registrar may not take orders from Tech. The line is from HCO Promotion and Registration *to* Tech on advices of who and when. It goes only from Tech to Prom-Reg as a query for "Who-When?" Tech may never say "That's too many" or "That's not enough".

This Book of Letter Scheduling is only for weeks of intensives or week end intensives or courses. The Letter Registrar *must never* schedule by hours such as "Two hours a week". This is *highly* illegal. It snarls Tech up, giving them idle auditors,galore and ruining Financial Planning. But heavy schedules of week long or weekend intensives are simply scheduled and Tech's Dept of Estimation is informed as far ahead as possible. It's up to Tech to get the Auditors and Instructors. It's up to Materiel to get the quarters. It's only up to Prom-Reg (and the Distribution Sec) to drive in business. These are only concerned with the top end of the channel. The Org Division and the Tech Division have to cope. The Tech Division can howl only if statistics in Divisions 2 and 6 go *down*.

That's policy based on long long long experience.

So the Book of Letter Scheduling is the game of Prom-Reg. Try to fill it up!

This leads to proper letters to somebody who is undecided as to when. "We have an auditor for you in the first week of August." One doesn't ever say "We won't have" or "Don't have" ever. One simply fills up the Book of Letter Scheduling for the next six months and after as far as one can and packs in more. The game is to try to make it an even tilling.

This Book of Letter Scheduling is available to the Dept of Estimation if they come over to Prom-Reg to see it. So it must be available in working hours ©ept of the Org and Dept of Estimation only) and it *must* be kept up.

A nice *heavy* book is best with about a thousand pages. It can't be carted off and goes thud when closed. (We lost a book once with 70 pcs' names in it who had been scheduled in the next two months-LA Sept 1950 and it was a staggering blow to the Org! Broke the first LA org, in fact. It was stolen by a Russ Schofield of LA. He went broke, too, as the people got terribly confused and didn't buy *any* from him or the org either.) The Book of Letter Scheduling must (a) exist, (b) must be entered into daily when the mail comes, showing who says they're coming, for what and when, (c) must only have valid fact in it, "I will be there on \_\_\_\_\_ for \_\_\_\_\_ and (d) must be levelled out so its gaps are filled too without any shifting of made appointments, (e) must be available to Dept of Org and Dept of Estimations but may not be removed by either, (f) must be the subject of weekly reports giving expected persons for the next four weeks in detail with names and for what and numbers only for 6 months thereafter, (g) must be safeguarded.

It is *not* the main Dept of Estimations' source of expected students and pcs. There are two other such books in the org-In Person, Phone, and Turn Up, which are elsewhere described, taking care of people who schedule ahead in person (Book of In Person Scheduling) and people who 'phone in to schedule (wires to go Letter Reg) Book of Phone Scheduling and people who just turn up. These are kept by the Personal (Body) Registrar or the Telephone Registrar. All the books are as the above description of the Book of Letter Scheduling. The Dept of Estimations gets the lot and logs the Turn Up student or pc who simply arrives ready to go in its own records.

By sending the Dept of Estimation an office printer copy of the next four weeks of pages, and counting the next many months, the Department of Estimation can provide the service.

This is the Letter Registrar's game. Fill up the book-as evenly as possible-but fill up the book.

## QUALIFICATIONS OF LETTER REG

It is not vital for a Letter Reg to be trained in anything but this Policy Letter, programmes (channels) and the proper language and the use of dictaphones. Typists are not necessary on this post except when an org is Class Zero, and even there one can employ a typing service to transcribe or get a part time typist. Knowledge of the org and its org board and channels is far more useful. Scientology training is only desirable because it makes a person more intelligent and gives a command of the ten-ns used in letters.

A biisk, helpful person who can confront individuals and write brief friendly letters is the best Letter Registrar providing he or she knows this Pol Ltr thoroughly, knows the org's services thoroughly, knows current promotion programmes and policy and isn't frightened of volume.

A Letter Reg must not be worried by flows of traffic. The more traffic he or she can start, the happier he or she should be.

A perfect personality is one who starts avalanches for fun-with never a thought for too many or too fast.

Letter Reg drills consist of taking the Letter Reg out where a crowd exists and have the Letter Reg point out individual people.

It is a good drill to have the Letter Reg connect a letter with a person.

The Letter Registrar should be made to draw all the channels of an org or do them in clay and know the Org Board and departmental functions completely.

The Letter Registrar should do the whole of the Letter Registration Basic Cycle in Clay with labels until it is very familiar.

Prices are not the Letter Reg's concern but price fliers can be sent and a *direct* question answered.

## ENTHETA

Complaints, upsets, snarls, discourtesy, are *not* answered by the Letter Reg but when received by Letter Reg are stamped "*Entheta* " and with *no* answer to the writer are sent to CF. CF attaches the *Entheta-stamped Letter* to any existing folder and sends it to HCO Dept 3 Justice Section where it will be cared for.

To answer such is to enturbulate the line, distract the Letter Registrar and mess up things in general. HCO's Justice Section will look in its files for the person and handles by tracing associations and the trouble to its source which is usually a suppressive person or somebody with a withhold.

The Letter Reg is part of a *team*. There is no sense answering enturbulating letters as the trouble lies with the person who wrote the letter and such haven't been found to contain much truth. It is a Justice matter. If anybody erred, Justice will want to know so it can shut it off before it ht,-rts others.

## REPORTS

The Letter Reg reports the *number of letters* written and mailed which are exactly according to this policy letter. A letter written which is outside this policy is *not* a Letter Reg letter and if reported as one is a false report. Therefore Letter Reg reports may only include letters written as above directed. They will bring in what *we* want.

L. RON HUBBARD

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HCO POLICY LETTER OF 29 NOVEMBER 1968

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SH  
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**BROAD PUBLIC ENROLLMENT SUCCESS CYCLE  
ENROLLMENT CYCLE**

Cycle starts off at distribution when individuals are reached by broad promotion, buy a book and eventually reach into the org themselves and are replied to by a Letter Registrar, who finds their want, puts them on a channel, and intensifies their reach. She keeps them progressing up the Routing and Gradation Chart until they finally reach for Saint Hill Services, at which time they are passed on to the Advance Registration unit, who schedules them for services. These individuals are written to by the Advance Registration unit, which has its own ADVANCE RESERVATIONS RECORDS I/C who only writes to those people who are booked, encourages them to be here sooner, and in short gives them any and all information to get here in the shortest possible time. Advance unit carries on with these people until they finally arrive in the org, at which time the Body Registrar takes over, makes them welcome, smooths out any points that aren't clear, completes all registration formalities, and then hands over to Treasury division. They then go to Tech for auditing and training, Qual for declare, to Success division stating their successes and on to the Registrar to sign up for their next training or processing. In this policy letter we are only INTERESTED in the Enrollment cycle.

**LETTER REGISTRATION SECTION:**

The Letter Registration Section is formed herewith as follows: It is headed by the Letter Registration Section Officer.

The dual statistics of this section officer are (a) Letters out (b) Advance Registrations booked.

This officer designs questionnaires and supervises the section and its personnel and letter quality and policy and is responsible for having personnel on the job, though Dept I also works on this. This officer does not write letters.

This section has four units. 1. The Letter Registrar's Unit. 2. The Registrar Typing Unit. 3. The Advance Registration Records Unit. 4. The Registrar Mail Unit.

This section is flanked by the Central Files section. In the CF section there are CF Liaison clerks who get out and put back folders for the Letter Registrars and Advance Reservations Records IIC.

The Letter Reg Section is to be provided with dictation equipment of excellent sound quality, which takes all dictation for pool transcription. These machines must be easily maintained and goof proof.

All incoming mail is counted by the Letter Registration Section Officer, given to the Registrar Mail Clerk for logging, who in turn gives by hand to CF Liaison. CF Liaison returns letters with folders to Letter Reg Section Officer, who checks figure against original count (and screams to CF if they aren't all back) sorts and gives letters to individual Letter Registrars, and passes those to Advance Reservations Records Unit as applicable.

The Letter Registrar Unit answers incoming mail and originates via CF folders. Each one, so far as possible answers his or her own mail. The whole action here is getting the individual on a channel, and getting them up it step by step until they finally reach for Saint Hill services, at which time they are forwarded to the Advance

Registrations Records Unit for scheduling. (This is AFTER the Letter Registrar has replied and told them that she is now passing them over to this unit who will give them details about Saint Hill services and a date for starting.) Advance Registrations Records Unit I/C now gives the person a starting date out of her book and in reality with the person's letter and hands over to the Advance Reservations Records IIC who gives them all details. Bookings are also written on index cards alphabetically, which also contain details of the person's address, how the booking was obtained, i.e. by letter, selection slip, etc., and will ultimately have written on it in red ink, invoice number and services paid and signed for,

Letter Registrars are given folders by the CF Liaison on calling for them or as directed by the Letter Registration Section Officer.

Advance Reservation Records IIC writes only to those people in the Advance scheduling books. Weekly, pages of those people who are coming 6 weeks to 4 months in advance, are xeroxed and sent through to CF for pulling of folders.

Also, the Advance Reservations Records IIC concentrates on special programmes of persons scheduled 6 months, 12 months and up to 2 and 3 years in advance. The handling of this programme is at the discretion and responsibility of the Advance Reservations Records I/C. The quality of her letters is directly supervised by the Letter Registration Section Officer.

All letters are dictated into the dictating machine by the Letter Registrars.

The Registrar Typing Unit takes the letters out of the dictation pool and they are typed, and envelopes addressed.

The Mail unit assembles all letters and mailings, keeps accurate logs of same and sends copies and files to CF and mails the letter. This unit also provides supplies and keeps the dictation equipment in working order.

THESE UNITS ARE A TEAM WORK DRILL.

*DIFFERENCE BETWEEN ADVANCE RESERVATIONS RECORDS IIC and LETTER REG:*

The reason that the Advance Reservations Records I/C can not be a part of the Letter Registration unit, is that the whole purpose and function is different and requires different kind of handling as stated below:

The LETTER REGISTRAR is working to get people moving up the Gradation Chart to a point where their reality is sufficient to effect a want to come to Saint Hill. In order to decide a person must be able to understand, thus, to decide to come to Saint Hill a person must be brought up to understanding. This a Letter Registrar does by directing them to their next step up the Routing and Gradation Chart. She is geared up totally to handling the public individual, directing their lives, indicating the correct by-passed charge, i.e. their own barriers and achieving the final purpose... to get them to say they are coming. This Letter Registrar does anything and everything to get this purpose accomplished. Once she has done that, she has achieved her purpose and looks for more people to get to want to come. This then is the end of her cycle. HOWEVER, this does not eliminate her from ever writing to those people again, because even though a person has said they are coming, there are quite often steps that need to be taken before they are eligible for Saint Hill services. The Letter Reg then should continue to direct them up the routing and gradation chart until they have completed their steps and are eligible for Saint Hill.

When an individual has said he is coming, but is not yet eligible for SH, they are still primarily the responsibility of the Letter Registrar, but they would also be written to in special programmes of the Advance Reservations Records IIC.

The ADVANCE RESERVATIONS RECORDS I/C mainly concentrates on those people who have made a decision... i.e. TO COME TO SAINT HILL. Her function is totally different in that she is giving information and encouraging in all possible ways, the person to get here FAST FAST FAST. Not to be bound by their schedule date, as

this gives a stuck point in time which is a lie. We want them here NOW. This terminal pushes, pressures, shoves and gets them here. At his stage the whole concentration is on getting them to enroll. It is also to be understood that this unit totally concentrates on the up-stat person. This differs from the Letter Registrar who is weeding out the able from the less able.

When an individual has said he is coming, and is eligible for SH, he is then entirely in the hands of the Advance Reservations Records I/C.

The Advance Reservations Records I/C mainly concentrates on those people who are coming within 6 weeks - 4 months ahead. These being the up-stat people, they get the best, constant attention. . priority handling. All their letters are handled within 12 hours of receipt, all payments and enrollment forms are acknowledged within 2 hours of receipt. Continual concentration on these people will result in high enrollments and income, thus it would follow, that it will also result in high tech completions and future expansion and solvency for the org.

If Advance Reg call in of pcs does not parallel the enrollment statistic, watch it. Expansion and income will stop and soon Execs will start going and trying to promote into a public soured by non-delivery and no service. Business will slump because we are not delivering. Whenever you see a tech completions statistic that is lower than and does not parallel an enrollment statistic, you can expect an eventual slump of income. When you see a nearly level tech completions-statistic for training or processing or both, you know somewhere somebody has an illegal quota system going. So then, Advance Reservations Records I/C continues writing to people and calling them in, even after they have enrolled. She keeps them hot, and doesn't stop until they are actually in the org.

Herewith then is the policy necessary to create and handle a boom. Expansion is inevitable. Specific functions will probably need to be expanded. However these are the basic lines and must be adhered to RIGIDLY as this in the past is what created our boom of enrollments and income and will do so once more.

Compiled	Irene	Dunleavy
by:	Director of Registration SH (1967)	
Approved by	Qual Sec SH Lorita Hill	
	HCO Area Sec SH Pat Spyker	
	Ad Council SH (Chairman Lorita Hill)	
	HCO E.S. SH Bene Neal	
	Org E.S. SH Dalene Regenass	
	P.E.S. SH Rosalie Vosper	
	LRH Comm SH Con Whitlock	
	LRH Comm WW Rodger Wright	
	Ad Council WW	
	Exec Council WW: Edith Hoyseth	
	Mark Jones	
	Tom Morgan	
	D/Guardian WW Jane Kember	
	Guardian WW Mary Sue Hubbard	
	for	
	L. RON HUBBARD	
	Founder	

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FOUNDING CHURCH OF SCIENTOLOGY  
1812 19th Street N.W., Washington, D.C.

FOUNDING CHURCH POLICY LETTER OF 3 JUNE 1957

**LETTER WRITING  
AMENDING CF AND PROCUREMENT PAPER OF**

Auditors answering letters from 4 to 5.30 p.m., should not conceive themselves to be originating.

They are in actuality *answering* letters with ARC.

If they would go through the files they would find thousands of unanswered or poorly answered letters.

Their job is to adequately answer the letters from the field.

The trick of answering is to Understand and then take up the points and answer.

The main complaint of the field is that nobody answers their questions.

Auditors as they answer aren't to write TV commercials. They are just to answer.

A book orderer has, in fact, asked a question. "What is Scientology." Volunteering to answer any question he still has on reading the book, just that and no more, will put us into Communication with him.

Thus we can go into Communication with the world.

[I have understood the auditor's letter-writing role. I am answering his questions about it.]

L. RON HUBBARD

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HASI POLICY LETTER OF 7 NOVEMBER 1958

**No. 2**

The output of special letters to prospects from selected files shall be 200 (two hundred) per week.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HASI LETTER OF 15 NOVEMBER 1958  
TO: Director of Procurement and her Staff copy: Association  
Secretary copy: HCO D.C. for issue to Dir Procu., D.C.

**HOW TO PROCURE PEOPLE**

*New Purpose of Department of Procurement:* To make friends with future Scientologists and to make available to them training and processing and other services and to assist them to receive these.

*Procedure:* Choose a CF file folder. Ignore folders with no correspondence in them (let "Certainty" develop these by selling books). Inspect one CF file folder. Get to know person by reading his letters, not HASI answers. Treat every person as a special case. Each person is a special problem. Each folder contains a special problem. Never generalise, never monkey-up the R.

Study folder for R factor of ARC triangle. Then solve it. What is the reality of this person? (With what will he agree at his highest stretch?)

Now that you know him, discuss him, his case, his past experience with processing on any point that interests you the letter writer. Simply say what interests you about him if you are down to that.

To a degree the Procurement person is an auditor when writing preclears.

The laws here are the same as applies in auditing:

1. clean up the ARC by getting pc to talk or explain
2. get pc interested in own case
3. get pc to talk to you freely about anything.

The whole idea is to put the person in remote session with the HASI. His R will be what level he talks along. What will he talk about? Get him to talk about his case. When he has answered a letter, send him (free of charge) tests to fill out if you like. Any test in the shop will do. Have him send it back to you. When it returns, tell him to come in and talk to you about it.

*Rule:* If the whole story told in the Folder doesn't interest you whatever don't write. If it interests you, write about what does interest you.

In effect you are handling ARC breaks Oust as you do in auditing), and handling friendly lines to increase them.

*On students:*

1. Get him interested on what he can do for people.
2. Increase his belief in himself.

Handle the person in the file. Answer his questions.

Don't muck around selling people anything in letters. Tell them it exists. Find out why they aren't getting it. Remove the obstacles. Make them talk. Make them run it out in letters. Don't flood at them. All auditors talk too much. So do registrars and procurement people. They're talking when they ought to be asking. And even when the person is begging for a chance to sign, he sometimes faces outflow from sales people that prevents him from signing.

Why *sell* Scientology?

Why not go out and sell gold pieces for a penny? What would be the public reaction if you did?

You offer Scientology-you don't *sell* it.

The duty of Procurement Personnel is to keep the lines open to people, run out the ARC breaks not by explanation but by making the person talk or write.

Don't wheedle people in. Tell them to come in, that we can handle them now.

That we have an auditor for them now. That we can train them now as we have class openings.  
The last person you want on a Registrar's post is a salesman. They have an R that's too low.  
They sell things.

The requirements of a Procurement personnel are as follows:

1. A good auditor.
2. An expert on tests and how to analyze them to people.
3. A person who can run good 8c.
4. A person who can write a good session that people answer.
5. A person who knows subjectively you can't buy Scientology benefits at any money price-they are too valuable.
6. A person who is bright, personable, interested in people.
7. A person who isn't degraded when he is given money and who can ask people for it.
8. A person who can have bodies, lots of them.
9. A person who doesn't have to address the masses because he can't address one person-in other words a person who can confront one person at a time.

A Procurement personnel must be able to put life into things. The best Procurement personnel procure because they want bodies moving through the shop so they can get a show on the road. Nothing less will do.

Expressing the thing in letters or across a desk is all the same. If one can't excite others about the future or demand they all have a better one, you've no Procurement personnel.

Procurement has a big mission. Let's grip with it for a change. 50,000,000 Britons exist to be moved through the Registrar's office. Move them in one at a time, interest them face to face one at a time and you'll do it. Leave the masses to me. Leave the Big Effect you have to have to P.R. You walk them in and through the HGC and Academy one by one. If you do we'll win.

Back me up! I'll get them in touch with you. You preserve their ARC and sign them up.

*Sample letters:*

Dear Eileen,

I have read your last letter to us and seem to detect difficulty. You were doing so well that I am curious about your expressed reluctance to finish the HAS Examination.

What happened?

Yours very sincerely,

---

Dear Edna,

I was looking over your folder and my interest was struck by the fact that on the 10 Feb 57 I see you were saving for a Number One basic goal of training for the HPA Course.

On looking further, I see you took an HAS Course in March 1958. I further see that you have not taken an examination or received your certificate which I have here waiting for you all filled out. I also see that you took the pre-Congress group intensive with good results and that your IQ has risen in a year from 114 to 124.

However I am mystified as to why you did not complete your basic goal of training. We need auditors badly and you seem so well suited.

Has something happened to deter you in your auditing career?

Best regards,

---

Dear Bill,

Did you get your E-Meter? How does it work?

Best regards,

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L. RON HUBBARD  
Executive Director



HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 4 JUNE 1959  
Issue III

Convert to SEC  
ED

### DEFINITION OF A HOT FILE

Any person who has expressed interest in writing or call in for training or processing of any kind is a *hot file*.

This file must be handled in such a way as to *help* the person achieve his goal. This is highly personalized. Salesmanship and selling is *out*. We assume now that the person must be helped to achieve what *he* wants, not what *we* want. His job, family matters, time, all become the interest of Registration and we *advise* him by mail or personally how to get what he wants.

We *do not* keep *selling* training or processing to a person who wants training or processing. It's sold. We help him achieve his goal by getting information and giving advice.

*ALL REGISTRATION PERSONNEL: Please* master this principle. It will treble service and income if you do. There is a penalty for violating this.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 19 AUGUST 1959

CenOCon

**WRITING OF LETTERS BY STAFF AUDITORS**

A review of the financial standing of the organization has led me to sort out all differences between past procurement and present procurement, with the finding that the essential change seems to be when we shifted from letters by staff auditors to prospects, over to a specialized activity called Letter Registrar. Actually the decline in letter writing by staff auditors preceded this particular change; it came about when administrators to Training, Processing and Books were appointed. This work used to be done entirely by staff auditors and apparently the public better responded to letters by staff auditors to them than letters by Letter Registrars to them. There has been considerable criticism in the past about staff auditors writing letters, but most of this came from inside the organization, the public did not protest to a great degree. The public is now protesting however and apparently they object to writing to a post in the organization as opposed to a terminal that has a name. Staff auditors fulfilled this particular requirement- they had all sorts of people they were writing to in their hour each day.

Therefore, without slacking off the existing PrR lines, we will re-institute in all organizations, the function of letter writing in CF by staff auditors after they have finished their session.

The bugs in this programme used to be that we had not trained staff auditors in letter writing. Therefore, we must now have a training programme for letter writing to the public, but remember, the organization staff was the only one who objected strenuously to these handwritten staff auditor letters, the complaints by the public were very few.

The next difficulty came about with auditors conferences which lasted so long that the auditors never got a chance to write letters. Well, strenuous training days for staff auditors are over, even if the training must still be done. Therefore the holding of long conferences by the D of P with the staff auditors at the end of an auditing day must be curtailed. This does not mean that auditors must not report to the D of P. They can report individually and get gone.

Sometimes we ran into problems about room for this work. Very small desks or long tables have been set up in CF for this staff auditor work, and this has been successful. Another bug was the system by which auditors wrote letters; some would start at the beginning of central files, some at the end, some at the middle, with the result that beginning, middle and end were overwritten to with the exclusion of others. To overcome this, since we now have Address systems, we parcel out the country and use CF, which is by geographical areas, to hand out names. We can run off a full set of cards in Address and then parcel these, out with one area to one auditor. The only liability this system has is to give one auditor dominance in a specific area and in effect, it has been said to build him a practice; well, I don't think this is bad now, for the Central Organization will eventually have to set up centres, and we can have an understanding that the person who will set up the HASI controlled centre in an area will eventually be the staff auditor who was successful with that area. This makes for good letter apportionment of incoming mail. By having a chart with an auditor's name in each geographical area, then we can give that auditor all the letters from area and not run the risk of changing names on his correspondence. The public likes a constant name to write to- we did better with staff auditors writing people in the field. So let's get this programme going again.

Also, staff auditors on Monday and Friday or Saturday used to do all the test work. Those not needed in testing did letters. We should return to this, abolishing the Testing Administration and giving it back to staff auditors. Persons now doing Testing Administration can be used elsewhere. There is no Testing Administration now.

Let's try this as a means of boosting income and cutting the gross number of units.

L. RON HUBBARD

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37 Fitzroy Street, London W. I

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 are 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 (-,ertificates 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 straight forward 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

[Note: 20 Nov 1959 issue by LRH was amended by HCO Area Sec to include asterisk in text and note in last paragraph.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 9 APRIL 1960

Assn Sec  
Registrar's Hat  
Cen Orgs  
HCO Sec

see that this  
is read. Report to me it  
is being complied with.

**OUTFLOW**

The Director of PrR in Washington DC has just done a survey that confirms a lot of things I've said.

The quantity of outflow of personal letters on a national basis determines the number of people who come in for training and processing.

The *quality* of the letter so long as it's personal, has only some bearing on it. The *quantity* of personal letters determines the inflow.

Letters written over four years to one prospect without response in innumerable cases has resulted in the person turning up to be trained or processed.

This means that if you want students and pcs you will have to write lots of letters. You must go through CF over and over, regardless of response.

Sixty-five percent of the registrar's outgoing mail must be originated correspondence. The remaining thirty-five or less should be answers to letters received.

150 letters a week is not a huge outflow for a registrar. If no facilities (transcription) exist to do this number then somebody is committing organization suicide.

If there are three registrars, the number should be 500 per week.

*That's* what it takes to get in students and preclears.

Once the prospect is in the office the old routine of signing prospect up, getting technical acceptance from D of P and resigning prospect for increased hours must be done.

Your CF should include everyone who has *originated to the Org*. Names should not be deleted unless the person is dead.

The staff auditors should take an hour a day in CF and hand write people out of files. That's volume. People argue against it on various grounds. Such arguments have been proven false. Any letters is better than few letters. Staff Auditors do well with their correspondence. Divide the country in districts or the alphabet and assign a section to a staff auditor to originate correspondence and answer. If an auditor is off a week (no pc) put him on letter writing. None of this should be used to reduce Registrar's outflow.

I'll promote in other ways. Others will promote in other ways.

**BUT GET OUT A VOLUME OF LETTERS.**

The important statistics of Adcomm include letters originated in the week. Letter count does not include business letters. Letters answered are important but letters originated are more important.

## HOW TO WRITE A LETTER

Take a folder from CF, read it. Say whatever you think of to say to that person. That's the "R" factor formula. If you think it, say it. You'll get a response.

Don't *sell*. Just write a *person*.

I can pick up a file in CF, read it, write a letter with "R" and sign it Joe Doakes and have the person phoning or coming in two times out of three, I've done it often.

The CF folder that contains only an invoice of a book bought can still be answered with "R". What book was it? Look over the actual book. Write the person about what you think of the book and ask what he would like to know in it and recommend another book and offer your help in understanding it. Mention it if there's an extension course for that book.

Don't write dead ready-made letters of a flock of assembled pat paragraphs. Never write a form letter. Write the *person*, not the air.

## INTERVIEWING

When the prospect comes in, see him or her at once (no waiting). Be courteous, friendly, businesslike. Rise when they enter and leave. Call reception to show them out if they stay too long.

Be willing to take their money. Always prefer cash to notes. We are not a credit company.

Always see the student or pc before they leave the place after service. You can often sell more training or **processing**.

## ASSN SEC RESPONSIBILITY

The Assn Sec must see that letter count outgoing stays up. Otherwise it is asking for a unit slump.

The Assn Sec must see that the body line in and out is smooth, that people who arrive get interviewed *and* signed.

Here is the income source. Number of letters out decides number of bodies in.

It is a maxim that unless you have bodies in the shop you get no income. So on any pretext get bodies in the place and provide ingress to the Registrar when they're there.

*Any* bodies for *any* purpose or activity mean success.

## HCO SEC RESPONSIBILITY

The HCO Sec sees to the same thing as the Assn Sec but reports with speed to me if this line isn't running.

The first duty of an HCO Sec is to see that the Reg line works and hats in that dept are known and worn, after that do something else.

The Reg line folds 2 or 3 times a year. Inspect it weekly and it won't.

That's the survival line. Watch it, care for it.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO BULLETIN OF 12 APRIL 1960  
Re-issued from Sthil

CenO

**AN ANALYSIS OF PROMOTION**

John Fudge, Director of Promotion and Registration in Washington, DC, has made a thorough analysis of the effect on the unit of the quantity of promotion letters which are sent out by the Central Org. His conclusion is simple: If a large number of good promotion letters is sent out in any particular week, this is followed two or three weeks later by a large unit. And if a small number of letters is sent out, in two or three weeks time there is a low unit. His report is given below:

**An Analysis of Promotion in relation to units in the FCDC**

Based on a graphical survey of the period 24th February, 1959 to 29th March, 1959, inclusive.

Source of data: Advisory Council Minutes, Founding Church of Scientology, Washington, DC.

A graph was made indicating both the total volume of promotion mail out, not including mailings, information packets and other impersonal types of letter, and the unit in cents for the same period.

The first salient datum that is evident from study of the graph is that there is a two-week lag between letters out and the value of the unit. This is only in terms of peaks and lows; no attempt is made here to give an exact co-ordination of letters out (volume) to value of unit. For example, it is apparent that over the majority of the period any *peak* in letters out was followed by a *peak* in unit within two weeks, on the average.

It is stressed that no attempt is made to analyse *quality*; *quantity* only has been analysed. It would appear that quantity is the main factor. The graph showed that a continued low volume of letters out over a period was followed some time later by a generally reduced unit value. The very poor promotion of the period 10th March, 1959 to 31st March, 1959 was followed by the worst unit of the year 1959 a short time later, and this was also continued as regards low units for some time.

**General Observations**

The stable datum that the Registrar's outflow monitors income is corroborated by this survey. However, it is again noted that quantity of letters out seems to be more important than actual quality, though undoubtedly quality is reflected in these figures to some degree; for the purpose of this analysis it is a hidden factor, and would have to form the subject of a separate survey.

There is one major exception to the datum proposed here that "the larger the volume of the letters out on the promotional lines of the Organisation the larger the unit will be within a period of 6-12 weeks", and that is PE mail out to the local area. Although the promotion mail of the period 8th December 1959 to 23rd February, 1960 was larger than the general level of promotion mail out over the previous five months, approximately, the value of the unit did *not* increase (excepting only the Congress weeks-2 weeks) and in fact continued to worsen, to finally reach an all-time low of a zero unit. The reason for this is possibly the fact that 30% to 50% of the volume of mail reported out was going to local area people and not to prospects from the entire area of FCDC operation, the Continental USA and Western Hemisphere in general, as it should. Thus, it is surmised in this analysis that PE mail out should not be regarded as general promotion mail, as the effect of this mail is not evidently reflected in income within any short period of time. Alternatively, it can perhaps be supposed that the mailing out of PE was largely ineffective or that the PE was not being run correctly. I am not going to make a definite statement at this point and will confine this report to a statement of the is-ness of PrR mail out and the opinion expressed by me that PE mail out merely inflated the letter count and was ineffective as regards income.

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

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 NOVEMBER 1960

HCO's  
Central Orgs

**PROMOTIONAL LETTERS**

No promotion letters may be typed or sent to outside organizations or business people by staff members, other than PrR personnel, without first getting the text ok'd by the HCO Dissemination Secretary or other responsible person in HCO. The letter in its final form should also be ok'd to ensure that typing, spelling, layout, etc, are satisfactory.

This function comes under the hat of HCO Dissemination Sec, but in places where this hat is not being worn full time, it becomes the function of the HCO Executive Sec, or HCO Area Sec. It is the responsibility of HCO to ensure that all staff know this, and comply with it.

The Dir PrR is responsible for the quality of promotional letters sent out by the PrR dept as always.

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Issued by: Peter Hemery  
HCO Secretary WW  
for  
Mary Sue Hubbard

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 NOVEMBER 1960

Central Orgs

**MODERN PROCUREMENT LETTERS**

(Note: This Policy Letter is a transcription of a tape recorded talk given by L. Ron Hubbard to the PrR Department at Johannesburg on October 21, 1960.)

Okay, this is a PrR meeting having to do with procurement letters. There are a few stable data here on writing a letter to people or phoning to people that are of considerable importance to any Central Org, and in particular here to this Org, and these data are actually very short and sweet.

The first thing you should know about is that any letters are better than no letters, any calls are better than no calls. Now I'll give you some idea of the importance of that exact fact. You will every now and again hear a protest that staff auditors when not employed on auditing should not write letters because they write such bad letters. This immediately violates the first data, get the idea-that any letters are better than no letters. I mean that because we have a tremendous amount of data demonstrating that that is a fact. Now and then you have protests about the letters which have been written, and these protests are almost always from squirrels, and it gets translated this way: "Everybody thinks that these hand written letters are very annoying". And of course HCO's trained to answer this way: "Who is everybody?" And then they say:

"Oh you know ..... actually there was a letter two years ago from a psychiatrist ....."

You should realize that the public does not object to hearing from the Central Org in any volume. You take a census amongst people who don't express their opinions normally, go along and ask them in the field, they didn't elect to tell you, you elected to ask them, and you will find out that they are usually very happy to find a letter in their mail bag from the Central Org, no matter what it says. Got the idea? So PrR proceeds on that data, not on the cut line data; there's a whole bunch of data that you can consider efforts to cut the line and I've just enumerated some of these efforts to cut the line.

If you want to know what programme to use, look through your files and find out who protests the most, and then send these people a number of programmes and ask their advice on which ones to use, and those that they tell you are terrible, do them, because their main effort and purpose is to cut the lines.

Now we have a number of wins doing something like that. I've found out somebody said "Everybody is objecting to this idea of. . . ." and "Who is everybody?" and they name me a list of four names, no kidding eh! Then I always also know when we're succeeding. We have letters from those same people. Squirreldom gets very active, protests become more numerous, and remember that it is often effective against PrR, remember that that anti-organizational propaganda is effective and very often operates against PrR, and often checks them from doing something. It can check HCO from giving a public meeting, because "nobody would come and we've had too many and after all. . . ." yap yap yap. This can get somebody believing that the letters he's writing aren't getting any response, it can cut your volume, and that's what it's intended to do so remember that. There are two crimes in this universe, one is being there and the other is communicating. PrR is committing both crimes, it's there and it communicates, so therefore it's going to take a certain amount of plugging.

Now don't violate this first premise: *any letters or phone calls are better than no letters or phone calls.*

And the next stable datum is: *The volume of the income of an Org, is in direct proportion to the number of phone calls and letters of an Org.* It has nothing to do with quality.

Now wouldn't that shock you to death. It is a direct proportion. I am not now speaking loosely. I have had this cast up, number of letters-amount of income, for given periods of time, long periods of time-worked every time. Those periods when there were lots of letters going out were periods of high income, and those periods when there were no letters going out were periods of low income, and that was it. It's just 1-2, so PrR's basic concept becomes very simple-it's just keep those letters going out.



Now every once in a while someone in the Org on an upstairs level will get to read about the number of people on administrative as opposed to the number of people on technical, and this is a very understandable worry because it cuts your units.

Now let's take a look at this one-if we considered administrative those people who were not immediately and directly servicing or procuring, administrative makes a little more sense. If we had people who were actively procuring and people who were actively servicing technically, and if that was all an organization consisted of, of course you'd never get paid or anything like that, but at the same time these would be the two factions that kept up the thing. So administrative has to be broken down into how many people are directly employed on procurement, as opposed to people who are not directly employed on procurement, and that is the dead load factor. Now you can go all out and put everybody into the round bin and say, "Well, there are just too many people writing letters," or something like this, and you don't have that big a CF, and a lot of other factors can complicate it. So the solution isn't just to put everybody on administrative, writing letters, because you get the idea, you'd run out of files and so forth if you had 50 people writing letters and 7 people doing technical, you'd again run into this same squabble-see. Nevertheless PrR can own auditors for weeks and hours when they are not employed auditing, and actually should get them to write letters, no matter how poor these letters might seem at first glance. Do all you can to improve quality, but while doing all you can to improve quality concentrate on quantity.

Now schemes by which you get new names are almost as important as CF itself. You've got to keep CF expanding. Now a CF folder that develops 2" thick of letters without a single response would apparently be a waste of time at first glance. I thought so once, when a very able Registrar in the States showed me conclusively that this was not the case; that was many years ago and I didn't know what the answer was on this PrR thing at that time; I don't know them all now but I knew then pretty well what I do now, and that is that the number of people who are writing letters will write this person and write him again and write him again and write him again just because they haven't any more names or some such thing, and stack up this tremendous thick pad of carbon letters of letters to this person. You say that's a waste of time-no, it's not a waste of time, because this Registrar in the States demonstrated to me conclusively that after they got to be an inch thick they usually came in. You cannot say this person is not going to answer because he has been written to many many times without replying. You say he must have an ARC break, there must be something wrong with this person, there must be something wrong with the letter quality, or there must be a lot of other things wrong-none of these things apply-it's just the fact that the number of letters it takes to get this particular person in happens to be 95. It's almost on the basis that if *they aren't dead and still have a body and are written to, they will come in for training or processing*. That's another stable datum. If *you write them enough letters they'll still come in*. And if you stay with that datum you will again find that you are very happy about the whole thing. Now there are 3 data.

Now totally in the interest of improving letter quality, I have already told you that quantity is more important than quality, but totally in the interest of improving quality we have a certain modus operandi of writing letters which is very workable and which should be stuck with pretty well. You understand that this data is secondary. If you did this data that I'm about to give you well enough it would of course become primary.

I'll tell you about this thing, the R factor. Now there have been bulletins out on it, but I don't think it's ever been very well communicated because I notice people having a rough time with it. It's not good enough to say that a person's reality is not very great hence he cannot get the R factor of this person. No, it's not good enough. The truth of the matter is you have to be willing to audit the whole confounded world to be on PrR, and a person who isn't willing to help that broadly gets less response. They still get the letters and the letters still pile up and people still come in, but if they are really interested in these people out there they won't really have any trouble with the R factor. So one of the first things we have to realize is that the R factor has a dependance upon an earlier factor, which is a person's willingness to help. Now you might think that it is a very bad thing if you just started as Registrar writing to people and auditing them by mail, you'd say this wasn't too good; unfortunately it works, they come in eventually.

It doesn't much matter what you tell people, I wouldn't become shy on that point, but if you are really interested in that person you'd get a much higher response; if you are only interested in the Org making money you'll get a much lower response.

And when we say they shouldn't be sales letters we don't mean we shouldn't sell training and processing, we mean the letters shouldn't start off this way: "How are you, I am fine, I am just going to give you a few lines now to tell you that the HPA course is going up shortly in price and you can get training and processing and so forth-say why don't you buy a book. Sincerely yours . . . ." Well, it's still a letter, still let it go, but it's not so very good, because it's interested in this end of the line, it's not interested in that end of the line, and the more Pan-determined a PrR personnel is the more success he is going to get with the letter response.

Now, of course, I'm very interested in this end of the line and I'm very interested in the other end of the line, and I've done this trick that I'm doing today here several times, and on some occasions HCO Communicators said those letters are too good and have sent them out. You know, I'd write down the letters that should go to this person as an example, and have them sent out to the people, signing the Registrar's name to them (they were my letters you see), and they got immediate answers; and one poor Registrar in London practically blew herself out of the Org and went into a terrible flap over this, because five letters were sent out in all and she couldn't remember having written them; but what was horrible-two people phoned in and one came in in person in response to her letter, and it worried her so that she went all over the Org complaining to everybody about the seriousness of it. Now anybody who was this concerned about two people coming in of course was all ready to blow anyhow. But here's the point. By being interested in the person at the other end of the line, you start running people's lives for them-well, there's nothing wrong with that, and the R factor has to do with your reality on that person and that's its exact definition. You the letter writer, your reality on that person out there that you are writing to, and that's everything, and it doesn't have any more complication than that. If you don't have any reality on that person of any kind whatsoever, you'd better not be writing to them and expecting immediate response. Volume alone will pull it, but here we go.

Any way the best thing that you can do in writing a letter is to find out if you have any reality at all on this other person. Can you discover from this CF folder, or Test files or any place else, any reality on this person, or knowing their name and address can you discover any reality on this person? And then you simply express that reality and anything else you wish to say. But that is the trick, express that reality and you'll get responses; it's quite mysterious, but it's very magical. I'll give you an idea. I opened a folder one time, there was just one graph in it, and it was clear on down to the bottom of the scale, and the IQ was practically out the bottom too, and the only reality I had on that was the first thing that occurred to me, was-"My God you're in terrible condition". And I wrote it, and the person came in at once.

Now I'm not even acquainted with the way you put your CF folders together here so I'm just going to look at these very rapidly, so you just bear with me. I find an awful lot of credits and slips here and we have a Mr J.C. And I find out this person has paid in full and so forth. Gee, there's an awful lot of stuff. Oh, money, money, money-don't I know-debt, debt, debt, debt. Who is this person? Debt. Wow!! I love this kind of letter that says-"How are you getting on? I hope well." Another one very originally says immediately afterwards a few weeks later, "How are you getting on?" Oh, this is pretty sad, you know. You know there's no information here on this person. But this person has paid an awful lot of money on Scientology. Now this is the letter: "Dear Mr C.-You have spent a great deal of money on Scientology, our technical level now is very good, I want you to come in for an interview at once because I want to see you get some benefit from what you have paid".

This is Mr B., he's been employed here, and here is an awful lot of stuff-well, I'll tell you right now Material files are not up to date, because there is no profile here for this person. All right: "Dear Mr B.-I find on examining your case we do not have a modern and complete profile, would you please come in and do one, I am very sorry if we have lost past profiles but this seems to be the case and we do want your record complete."

Here's a heavier one-ah, there's actually a letter from this person, several letters from this person; somebody was on the ball, didn't throw them in the waste basket: this is Miss A., this is somebody who has some connection with the organization I would say in some connection or other, she's in communication with the Org: ". . . nice talking to you in PE, and appreciated the help you gave me, the case estimate was certainly an eye opener and I realize that processing is the best way out. To return to your letter and your request, let me know what I think of your ideas, I would like to say that they surprise me, I cannot see the reason for the action you suggest . . . ."

"Since I enjoy my teaching I have no intention of giving it up to be a full time auditor" (somebody has suggested that this person become a full time auditor) "I also do not consider that I have such a problem to warrant my running away from East London and all that entails. I've teamed up with Bill." When was this, 1st August 1959- "I've still my goal to help him . . ." Oh, it's an ARC break; it isn't an ARC break but it's kind of a one, "Thank you for your help . . ." (that's also 1959) "I've got it now, it's alright." "Dear Miss B.,-I'd like to know . . ."-here's what's wrong with this file, you've got a mis-file in here, there's one person filed in here with letters of someone else or something of this sort. Well, they're still at it here, the person is still in

communication, oh here's the last communication from this person to the Org. This is a messed up file, this is one of the things that PrR should always do, if they find a file out of order, for heaven's sake put the things in proper chronological order or send a letter of complaint through to Material, CF in Charge, to get the file in proper chronological order and get the profiles in, because there's undoubtedly a profile for this person-there's no profile here for this person-"Dear Miss B.-How are you getting on with your teaching in East London? I am sorry that the Organization at some time looked upon this as an improper goal but I cannot find out why, will you please explain it to me-Sincerely yours . . ."

You are having trouble with the file situation here, which is one of the reasons which would hold you up; and although it is not necessarily Material's fault it's the fact that you just have to lay down a much sharper specification of what should be in a file, exactly what it should look like. All you have to do is open the top of that file and find the last letter written to the person and after that the last letter received from the person, and you've got your files in shape.

Now, you are never interested in what we have written them, by the way, it's of no importance whatsoever. This is Mrs C. and the letter which I find here 5th May, 1960, she says: "Thank you very much for your letter I received yesterday advising an HPA course, but as you know at the present moment I am engaged on an intensive of 125 hours plus the basic course which I started at your suggestion. I feel at the present moment I would like to try and put my house more in order before I decide upon an HPA course. I would like to mention in this letter that I found last night's lecture very interesting because I realized something that I hadn't before, and also got a little bit better understanding on something else I've been trying to work out, so if I can make little bits of progress like this I shall be pleased until I've reached my goal of stable case change. When I have reached this goal I feel I shall then be in a better position to judge whether I want to become an auditor or not. In any case thank you once again for writing and no doubt . . . ." "Dear Mrs C.-How did the intensive come out that you were engaged upon last May, I have no further record of it here and am quite interested. Sincerely . . ." That's the only thing that's there. Someone has been urging this person to become an auditor and they didn't want to become an auditor, and I just want to find out if they got more reality. Well, I think this person will answer that letter.

Well we could never care less about this-and here is something not to write: "As new Dir of Processing I would like to make your acquaintance". Whew! It gives the Org a feeling of instability. The public is always upset anyhow at the number of times we change hats and posts in the Org. We all realize we are trying to wear 90 hats at once. Now places get hot and places get cold, so if you keep announcing to them changes of personnel and so forth in this wise, she couldn't care less, because that violates the R factor. That person is not much interested in this end of the line, that person is interested in that end of the line, so let's not worry him.

What do you know!! Somebody filed a profile here-oh, it's only half a profile. Miss P.C.-let me find out about her, there's nothing on this record. Yes, I've got something here, pretty good-pretty good-we are interested in this fact, "Dear Miss C.-in studying your SA Personality Analysis Profile I see that you are in pretty good condition, but since taking it I see also that you have had some other Scientology activities or interests and I want to know whether or not it has improved. We have only one profile on you, not a changed profile. Will you please come in as soon as is convenient to you and complete the record on this- Sincerely-".

Now we have HGC and the person did a lot of time here and we have no profile and we have Peggie, and Peggie has spent an awful lot of money and I'm sure she has written an awful lot of people and we don't have any records here-isn't that interesting? "Dear Peggie,-I'd like to know how you're making out in the outside world, would you please tell me something about yourself -Sincerely-".

What you're up against is that your files are incomplete, and this makes it very difficult. Never pay attention to yellows; maybe the colour system will make a little sense to you when you realize your yellows are always your carbon outgoing and then you could ignore them in a file.

Now what on earth is this: "Basic Course May 1960-somebody was interested in a Basic, oh this is one of your PE slips, or something of the sort. Basic Course-Dr and Mrs B.-2 people on a CF file, oh no never, one person. Here's the aptitude test and she's just been on course, a Basic Course-and we haven't any further record of this Basic Course-where is there a letter from them, where is anything from them-Dr B. applied for general information of some kind or another, is very interested, has difficulty in getting into town, he works very late-very busy at present till end of . . . month Ah! He's a dental surgeon, here's a prescription blank-"Dear Miss Yeller-cannot get through to you on the phone"-that's very interesting- "Dear Dr B.-I understand you have had difficulty in the distant past contacting us. We can appreciate that in view of where you live, but it is not beyond possibility that we could have someone drop out and see you if you have anything you would like to discuss about your Scientology activities. We do have quite a few things that are interesting in the field of dental surgery-Sincerely, Registrar."

Now following through these we have an awful lot of flirnsies here-money, money, money, of course you realize I'm studying these things fast. I'm certainly trying to get a reality on the person and what their problems are, you understand that approach-this person here has stated several times, that he couldn't get in to see us, get the idea, so this possibility broke the line, but my reality is we don't care what happened. My reality is he has difficulty seeing us. Why, I got the idea that the guy was in trouble in trying to operate on people's teeth and so on. He himself was picking up the traumas like mad, that kind of thing, and this person had quite a bit of communication on the subject because he's worried about it, that's what I think.

Now we have Flora A.-"Still has her Mother with her, is trying to bring her on to the PE course, intends continuing in the near future with the HAS Co-Audit "- "Dear Mrs A.-Do you still have your Mother with you?"-it's amazing but she'll answer that. Well, that's enough for the moment.

Of course if I was studying these harder and longer, maybe for blood, why maybe they would be different, but I'm trying to give you an idea here of what people respond to. Response comes from their end of the communication line, so if your whole target is addressed to their end of the communication line you'll get response. Therefore you get the R factor and we operate on this just on the basis almost of the old factor: it's what you would like to know about them, what impresses you about them.

Now some of these CF folders, if they are well kept, and all letters, all material in them, tell some fantastic stories, but because these CF folders that I've gone through at random do not, two things obtain-there are letters in somebody's desk somewhere, there are profiles drifting around the Org that are not in CF, the CF here is incomplete, which would immediately make your Registrar unhappy, don't you see. The other thing is you have not developed the basic human drama of human beings out there trying to live in this dog eat dog world, and if you don't develop that you don't get responses. Have I made my point? I would say that's our first goal here. Now let's not talk on generalities but on a more practical basic simple thing of just putting things together. You speak to the administrative personnel now-well, I don't care whether the steps get swept or not, but I would think that CF is apt to go out on a campaign of emptying out desks, and getting every scrap of correspondence that exists in this Org-business or personal-and get -it swept in that direction, and get the business routed over severely into accounts and the rest of it into CF, and that we should go on a flat out project to get every profile we have any record of or anything like that duplicated and into CF, and that we very firmly establish the exact state of a folder, that it contains any profile that anybody has on a person, any data that anybody has on a person, all letters from the person-that is most important-all their receipts, all of their class records or anything like that. You probably have a separate academy administration system: get them out of the academy. You probably have a separate system after the person has gone through certain fundamental and basic steps of the PE Foundation: they ought to go right over to CF. And we'll build up anything we can build up so that we know these people, and the better we know these people why the better off we're going to be.

Now one of the essential steps in building that up is to write these people and ask them all about themselves. Get data from there, in other words the type of letter which I've been writing would inevitably get data from them. The person will write in and give you data on himself, that's all, if you build that up and the more data you have there, the more assistance this CF file is. You are basically in the business of people-you don't have the person's body but you have the magic of the person's file, which as far as you are concerned is the person's body in the Organization. If you have an incomplete file you have an incomplete body, and it doesn't work well without arms.,In spite of all that, these are quite serviceable and I'm not giving Material any kind of a cross rating on this at all, we've just got to build this up, that's all, the same facets exist in every Org to some degree.

Now the more people we have and the more we know about these people, why the more successful, particularly right now, the more successful their lives are going to be. This is the only game where everybody wins, so let's get to the final factor now that holds up PrR power. PrR, CF, all of these things tend to go to pieces to the degree that we are not successful technically, and if we are not technically successful everybody begins to believe we are selling pie in the sky, and it starts breaking PrR's heart, because of getting people in; they tell the person this and that, and then the person didn't get results. Now I carry the basic burden of Technical, and across the world since last May we have been more than delivering, we have been delivering things that nobody ever dreamed of delivering before, according to the reality of those people, not according to our own reality but theirs. We've been getting rave notices. Bringing it up now here, you are doing very very well here and therefore it's necessary to keep PrR advised. Every person in PrR, including the typist, should be kept advised of the exact advances and successes achieved in the technical division. If they are not being achieved PrR has a responsibility for this, they have a responsibility for these people don't you see, and it ought to be PrR that occasionally screams on the basis of Technical or if they think the scream is justified, get that. We are in the business of people and we are in this very sincerely, and right now at this time the cases from South Africa that we have right now are moving along and everything is going pretty well, and I can look up the track a very short distance and see most of our problems resolved, but just at this time PrR has got to bridge this gap and keep the line running. But even though your Technical is excellent everything else I have said still applies.

Now are there any questions you would like to ask before we conclude this?

Peter Green: "When you are writing letters and the only response you get is a scream to stop bothering you, what do you do?"

Oh, basically an ARC break, you handle it exactly the same way. So the fellow's screaming, what's your reality about his screaming, you can't leave out policy because you are dealing with a person, don't you see. So this person screams, and he says: "Don't you dare send me any of your old dirty rotten literature any longer, it upsets me everytime it appears in the mail and so forth, this is a horrible thing that you are doing." The first reality I'd get on such a response might be something like this: "When was the first time we sent you some literature?" That's all, that would be the question, that would be the response, and-Peter: "And then would you discontinue writing to them?" "Oh no, you don't unless he's actually threatening to go to the police, why you keep on writing him-that is too easy to handle because you do simply keep on writing to him-that answers your question. The next point is, you do run into one where the husband writes in saying "Stop sending these letters to my wife because it is upsetting her enormously," and that sort of thing. Well, you write to the husband and tell him you'll stop at once, and so forth, and I have done it so well that the guy comes in and apologizes, I've just told him we've stopped it so thoroughly and explained why.

Okay, I will be very happy to give you any opinion or anything on any letter you are writing or anything you want to know about that, why I'm at your service-Okay. Thank you.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 FEBRUARY 1961

*[Excerpt]*

Cen Orgs  
Copy for each  
Staff Hat  
Not for Franchise

**THE PATTERN OF A CENTRAL ORGANIZATION  
THE LETTER REGISTRATION SECTION**

The Letter Registrar is in charge of the Letter Registration Section of PrR.

The Letter Registrar and assistants keep a steady flow of letters going to applicants to get them to come in for training and processing.

Income is proportional to the number of letters mailed a few weeks previously.

To send out his or her letters, information packages and other mail material such as projects, the Letter Registrar has executive charge of all typists, Central Files, Address, Mail Room and Memberships.

**Typing Pool**

Anything to do with getting letters written and mailed or sending out mailings or mail projects is wholly under the Letter Registrar.

All typing and typists are under the Chief Typist.

**Central Files Unit**

All files on Scientologists or applicants are under Central-Files-in-charge. These include a file folder for everyone who has ever bought anything from the Central Org. The files are divided into Live and Inactive Files. Magazines go out only to Live Files. But letters may be written to persons in Live and Inactive Files. 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 profile sheet, can be included. For instance a copy of an invoice, the profile of a new test taken, a notice of certification, all are forwarded to CF for filing.

**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 despatch 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.

**Memberships**

Memberships (as well as the issue of HAS Certificates) come under the Letter Registrar and are normally handled in the Address Unit.

**Summary of Letter Reg Section**

The writing of letters, the packaging of info packets, accumulation of mailing lists, and the handling of all files and addresses is a highly developed activity in Central Orgs. It is enormously important since a Central Organization income, even when PE is running well, is forecast by the volume of this section. Volume has long since proven to be more important than quality in the mailing of letters and packages.

Any communication is better than no communication, as facts and figures have proven for years. Of course quality plays its role here too. Autumn 1960 data on how to write letters exists and should be followed.

Healing ARC breaks is a function of the Letter Registrar.

Preventing ARC breaks from happening by proper designations and address and Memberships is all part of this unit.

This section receives its mail at once after invoice and receives copies of all invoices. You can't expect high outflow and deny the section its inflow. Mail important to Personal Registration is quickly answered by Letter Reg and passed to Personal Registration when it has to do with people stating they will come in.

There is only one Central Files. Personal Registration may have folders, but just to use, not to keep. When a folder goes out of CF, a dummy folder is slipped back in, so marked as to tell where the real folder went. Anything to be filed while the main folder is gone is put in the off-colour dummy and placed back in the main folder when it returns.

Card files from Address rather than CF folders are used by other departments than the Letter Reg Section.

L. RON HUBBARD

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[Excerpted from HCO P/L 14 February 1961, *71te Pattern of a Central Organization*. A complete copy is in Volume 7, page 147.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 NOVEMBER 1961

CenOCon

### LETTER WRITEWS CODE

The following code, developed by the Org Sec in Washington D.C., should be adhered to by all who write letters for the Organization. It is mandatory for all PrR personnel, and must be memorized verbatim by them. Failure to abide by this Code can lead to transfer off post or, in cases of flagrant breach, to suspension from staff until processed at the staff member's own expense to the satisfaction of the HCO Secretary and Org Sec (Assoc Sec).

1. Always answer a correspondent's exact questions.
2. Never get angry or misemotional with a correspondent.
3. Maintain two-way communication with the correspondent.
4. Be willing to grant beingness to the correspondent.
5. Do not justify organizational mistakes whether real or imagined.
6. Never fail to help at the correspondent's reality level.
7. Never imply or promise help where it is not real to you.
8. Never cut communication with a correspondent, once initiated.
9. Never Q and A with a correspondent: that is, never answer a bank communication with a bank communication.
10. Be willing to help the correspondent's life and livingness until he or she is Clear.
11. Never fail to answer a letter promptly: that is, within 48 hours.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
(Reissued from SEC ED No. 398 of Washington DC)

HCO POLICY LETTER OF 13 SEPTEMBER 1962

**COMMENTS ABOUT LETTER REGISTRAR**

Central Orgs  
Letter Reg

(Transcribed from a tape dictated by L. Ron Hubbard, 10 Sept  
1962)

The Letter Registrar is responsible for all cases in connection with the Organization and on the Org mailing lists. It is Ltr Reg's job to get these people cleared and trained. I am counting on Ltr Reg to handle the situation-not to sell people things-but just to make sure that they come in and get cleared and trained. This is the crux of the situation.

The Letter Registrar's job is difficult because she couldn't put people on the meter and get off the missed w/h's; but nevertheless I ask the Ltr Reg to find some method of over-riding this fact.

Ltr Reg is to concentrate on the Johannesburg rundown on how to write letters. Ltr Reg writing of letters is to take a personal interest in the person's case-, a personal interest in their activities; be very interested in what they are doing; and all in the direction of getting them cleared and getting them trained--that is the level of responsibility on the Letter Registrar line.

The Letter Registrar is to handle all outgoing procurement letters from the Organization, with the exception of the D of P and the D of T who may also write procurement letters. Auditors will not be required to write Procurement letters providing that time is spent on their own technical improvement of now existing cases.

While the Letter Registrar has quotas, and while these quotas must be met, this must not in any way interfere with the fact that she is trying to get people cleared and trained. The quota is a secondary aspect to the effectiveness of getting people cleared and trained-above all other things she should be effective.

When the Letter Registrar sits there asking herself questions about the person, "Why has he moved from Seattle?", and so forth, actually she should be asking these questions directly and straightly of the person she is writing to, not asking herself these questions-she should keep her Reality high on this particular aspect. The R factor is very important and I routinely have taken two or three folders from Central Files and write letters to them without signing my name to them and got immediate responses from these people and this was merely because I had a high Reality factor on the line to these people. Letter writing can be brief and rapid and still have the R factor.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Gen Non Remimeo  
HAT Quals Sec  
HAT Dir Exams  
HAT HCO Dissem  
Sec  
HAT Dir Prom Reg  
HAT Letter Reg

HCO POLICY LETTER OF 7 APRIL 1965  
*QUALIFICATIONS SEC*  
*HCO DISSEM SEC*

**BOOK AUDITOR**

The old old practitioner THE BOOK AUDITOR must be recognized as a valid practitioner of Scientology.

Unclassed, the Book Auditor cannot legally charge fees or be a field staff member.

But the Book Auditor may be given a certificate on application to the Qualifications Division. The certificate is

**HUBBARD BOOK AUDITOR**

It must say "not examined" somewhere on it, small, and it is signed by HCO's Office of LRH.

The offer of this certificate may be made in mailings to persons who have bought books.

The application for it should also ask if they want processing or formal training at its end.

"My future plans for Processing are \_\_\_\_\_ (3 lines) \_\_\_\_\_ "

"My future plans for Training are \_\_\_\_\_ (3 lines) \_\_\_\_\_ "

The application they must make should give us a profile of the person such as what magazines they read and what they do, all that. Age, sex, schooling, financial status. Things required by Letter Reg so she can handle their want.

The SOLE requirements are that they have read the book and done "some" processing on another successfully.

The application is for a certificate as HBA. A facsimile copy of the cert with SAMPLE across it may be printed up as the flier, enclosing the questionnaire.

The flier would be mailed by Prom Reg, received by Qual Sec, the certificate made up at once and mailed and the questionnaire *carefully* preserved and given the Letter Reg.

Such questionnaires must *never* be put in CF until they bear a stamp on them: Answered by Letter Reg.

These questionnaires express wants and questions.

The Letter Reg stamps "Answered by Letter Reg", forwards the original to *Address* where an HBA plate is cut. The questionnaire then goes to CF for a folder.

This is a routine action to *all* book buyers who have not yet been trained to the level of HAS. Sending such an offer to an HAS could be very confusing to a new Scientologist.

Therefore, in sending such a mailing in the first place Address-in-Charge is responsible that no HAS or certified auditors are included in the addresses being supplied.

This is a STANDARD promotion to book buyers who are not yet trained. It can be made to pcs of any grade if they are not also auditors.

There must be NO CHARGE for this Certificate.

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HCO POLICY LETTER OF 17 JUNE 1965  
(Amends and Cancels HCO Policy Letter  
of 12 April 1965)

Gen Non  
Remimeo

**SCIENTOLOGY PINS**

Scientology pins are available to anyone desiring to enter Scientology. The gateway into Scientology is the desire to achieve a gain by the use of Scientology. These desired gains are assessed as follows:

1. The desire for a philosophy of life that is practical and applicable to life. This is the desire for data on what life is all about, presented in such a way that it is useable. The desired gain then, would be the achievement of having a philosophy of life that one can apply to life. This gain is achieved broadly by gaining data on Scientology in the proper gradient that leads to the reality that it applies to one's daily livingness. This broad data is in books, if studied in proper sequence, so the way to achieve this data, is enter the gateway into Scientology by reading a book.
2. The desire to gain skill in the application of Scientology to others. To conceive of this desire, one could assume the person has some reality on the data of Scientology, in order to want to gain skill in its application. The means of achieving this gain is by means of a Course in proper gradient.
3. The desire to change one's condition(s). The person could have arrived at this desire by having achieved one or both of the above gains, or by simply having had it demonstrated that he or she had a condition and that it could be changed.

Therefore a Questionnaire is to be made up as attached and disseminated. Anyone who fills in the questionnaire and sends it in has "entered" Scientology, and is to be sent a Scientology pin.

Upon receipt of this filled in questionnaire, the person is entered on the files, sent a pin, and the Letter Reg takes it from there.

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(See Questionnaire, next page)



SCIENTOLOGY INVITATION ACCEPTANCE FORM

(underline gains desired and fill in name & address)

Please fill out and send to:  
(print or type)

THE HUBBARD ASSOCIATION OF  
SCIENTOLOGISTS, INTERNATIONAL

\_\_\_\_\_

Date

\_\_\_\_\_

Name

Address

I certainly do accept this invitation to join SCIENTOLOGY. Please send me my official SCIENTOLOGY PIN and list me as a SCIENTOLOGIST! Please send me all of the information a new SCIENTOLOGIST should have and notice the GAINS I have underlined below which I wish to experience by becoming a SCIENTOLOGIST.

1. I desire the gain of a PRACTICAL PHILOSOPHY which is easy to apply to my life.
2. I desire the gain of SKILLS to apply SCIENTOLOGY to others.
3. I desire the gain of a definite change in my condition for the better.

I understand there will be no fee or charge for my Scientology Pin.

\_\_\_\_\_

Signature

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HCO POLICY LETTER OF 1 JULY 1965  
*URGENT*

Gen  
Non-Remimeo Ltr  
Reg Hats

**LETTER REG**  
**BODY REG**

In answering a form sent back by the public such as the F Scn form

1. Look at the person's plans for training and processing.
2. If he says yes to either one, schedule the person promptly and inform him asking for any correction of date.
3. If the person is vague send a Gradation Chart with his routing as a pc or auditor.
4. Look at what he or she does in life and explain how Scientology can help him do it better.

DON'T ignore the above steps. If you do you will ARC Break people plenty. They originated an intention and it wasn't given attention, so they ARC Break. They can't complete a cycle.

To ignore those points on the forms or to use forms the public sends back that do not give you the above data is a big mistake and will lose hot prospects like mad.

The above is a MUST for anybody answering forms (or letters).

DON'T waste our r~ lies by doing something else.

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SECRETARIAL EXECUTIVE DIRECTOR  
Office of L. Ron Hubbard

SECED 89 SH  
Applies to Saint Hill  
Only  
Time Machine

DISSEMINATION DIVISION

REGISTRATION PACKET

8 September 1965

A full Registration Packet must be organised and then used.

It is as follows:

1. Copy of the person's letter or form requesting registration.
2. A filled out registration form for their signature. WE FILL OUT THE WHOLE FORM FROM THEIR CF FILE.
3. All papers requiring signature.
4. A reservation form for course or HGC offering them a date, for their signature (a deposit can be required-see 12).
5. A form to all airlines is filled in requesting transport; (make arrangements with appropriate airlines and get forms *and* literature).
6. Airline literature.
7. Travel literature describing England (tourist association materials all prepared).
8. A leaflet or booklet on conditions in the UK, what they should bring, how much money, clothes, etc (a short resume, too short, of this was in "A student comes to Saint Hill").
9. A club plan of prepayment at so much per month.
10. Any photo sequence available showing we exist.
11. A Book List of available items they can buy and an order list for them ready to sign.
12. A letter asking them to fill it all in and return it. Give them an advantage of some sort in a prepay. WE MUST GET *SOME MONEY* if not all of it. Deposit for reservation at least.
13. A self addressed envelope that will hold *the packet* being returned.

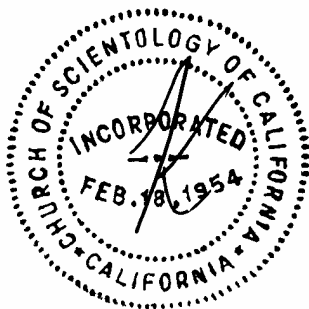
This promotion is based on a large mail order house practice. When they receive an enquiry they return the person's letter and a filled out order and a lot of literature. They even send a reply coupon. This and their self addressed envelope requires no decision or complex action to complete the order.

They also include a blank order that can be filled in for new purchases.

They also put in a payment plan.

They are the Bass Camera Co., the largest mail order house for cameras in the U. S.

L. RON HUBBARD



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 JANUARY 1966

Gen Non-Remimeo  
Dissem Div Hats  
Dir Clearing Hats

**SELECTEES MAILING  
SELECTEE ADVICE PACKETS**

When the Director of Registration (Advance Sched Registrar) receives a copy of a selection slip sent in by a Field Staff Member, selecting someone to the org for training or processing, he at *once* gets the following done-

1. Types the name and address of the selectee on Duplistickers, numbering the duplistickers 1, 2 and 3 or using 3 colours of duplistickers. These duplistickers are mucilage backed slips of paper that come on a roll. Putting carbon between them gives one an original and copies. These can be torn off their long strip and pasted on envelopes. These are clipped to the selection slip which is not filed until these have been sent.
2. At once, using duplisticker :# I (or colour 1) send the selectee a booklet about Scientology of the scope of Evolution of a Science, or some such inexpensive work, not merely a PE brochure and a slip describing selection and saying they are selected. If you haven't got the perfect thing to send, still send something.
3. At the end of two weeks the Director of Registration causes to be sent an information pamphlet about training and processing and a large Gradation Chart. This must contain data about releases and clears, the org and how to get there, living quarters near the org, etc. If this is not ready to hand, still send something.
4. At the end of another two weeks the selectee is sent a sign-up packet so arranged that all he has to do is sign his name in order to enroll or be scheduled for processing. If this is not ready to hand still send something.

The original slip is kept clipped to the duplistickers and when the last duplisticker is removed the slip is marked "3 Advice Packets sent" with date.

If one can cut a fourth duplisticker it is saved in reserve for times when a sweeping mailing is made to all selectees who have been advised.

This action is vital to warm up the FSM's prospect. The packets must not be sent all at once or in a different order.

This is NOT the Info packet line. These actions are NOT done for every name sent in on mailing lists. This is the Selectee Advice Packet Line.

It is an actual fact that selectees, contacted only by an FSM cool off if not given attention by the org. And it is a fact that they cool off if the info is sent too long after they were selected.

If this line is not in and properly functioning the Dir Clearing and Dir Registration cannot claim to have the FSM programme working as an essential part of it is missing. We must help FSMS.

When FSMs send in LISTS OF NAMES, not selectees, one puts *these* on the Info Packet Line and sends them something decent and interesting, but not the above as these people are often of the faintest value as names. Such mailing lists are also often handled by duplistickers and 3 different mailings. It is successful to send them the magazine for 3 months as well as other info

There are two different lines then-one to selectees, one to names sent in. The last are treated as any other mailing list. The selectee gets special attention.

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Gen Non-Remimeo  
HCO Area Sec  
Dir of Comms  
Outflow Section  
Officer  
Mail Clerk  
Letter Originating  
Hats  
St Hill only

HCO POLICY LETTER OF 12 OCTOBER 1966  
Issue II

**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 11/2 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.

5. **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.

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Founder





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Saint Hill Manor, East Grinstead, Sussex

Remimeo  
Franchise  
FSM  
Dist Staff  
Addresso  
C/F  
Membership

HCO POLICY LETTER OF 14 FEBRUARY 1967

**BOOK BUYERS**

1. When a person is appointed as a Field Staff Member, he is encouraged to buy a package of books to sell to his contacts.
2. When a Field Staff Member or Franchise Holder sells a book he sends the name and address of the buyer into the Director of Clearing (who keeps this as a statistic for the FSM -as well as any other details-e.g. such as how the buyer heard about Scientology).
3. The Director of Clearing originates a form as follows, which then goes to Addresso and C/F:
  1. **Addresso. Date . . . .**
  2. **C/F**

**From:**

<b>Dir Clearing</b>	(This is to be made up, if there is not one there already.)
<b>For C/F Folder</b>	
<b>Name . . . . .</b>	
<b>Address . . . . .</b>	
<b>Details . . . . .</b>	(Under details, include name of book, who sold it, and any other details.)
<b>Signed . . . . .</b>	

\_\_\_\_\_ **(tick when free membership has been mailed)**
4. The form now becomes the basis of a new file in C/F, and gives the Letter Registrar a foundation on which to build.
5. The first mailing sent to the Book Buyer after his folder is made must contain a free 6 month membership form.
6. All new Book Buyers from Organizations, Franchise and FSMs are mailed a 6 month membership form as in 5.
7. Every so often a Distribution Division Advice Letter is sent by the Director of Clearing to FSMS, naming and congratulating those with high statistics.
8. The statistics for a Field Staff Member are (A) amount of FSM Commissions received, (B) number of new names from books sold.
9. A Field Staff Member always sells a book to all new contacts.

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Yvonne Gillham  
Div Org Dist WW  
Mary Sue Hubbard  
The Guardian WW

[See also HCO P/L 28 January 1970, *Field Mailing Lists*, Volume 1, page 290.]

TEMPORARY FOUNDING CHURCH POLICY LETTER  
15 MAY 1957  
No. 1

**CENTRAL FILES AND PROCUREMENT**

The person in charge of Central Files and Procurement shall perform the following duties only:

1. Write letters to people buying new books (Invoice line) and from other new lines and from files. Between 9 and 3:00 p.m.
2. Lay out letters, folders, materials and stuffing matter for staff auditors. Between 3 and 4: 00 p.m.
3. Assist staff auditors at their work, giving them data and guidance. Between 4 and 5:30 p.m.
4. Supervise but not do the work of the CF Clerk.
5. Report absence or lateness of auditors to Organization Secretary (ir of Administration if we had one).

The CF Clerk shall-

1. File correspondence only when it has been handled.
2. Make new folders for people,
3. Make dummy folders and be sure they are in place.
4. Change addresses up to date always.
5. Keep the file room in good order.

LRH:md.rd  
15 May 1957

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 DECEMBER 1960

All Cen Orgs

**CF AND ADDRESS CHANGE**

Central Files, Address and the typing pool are transferred herewith to the Dept of PrR and are placed under the direct charge of the Letter Registrar.

An administrative person, formerly CF in charge, shall become the assistant to the Letter Registrar.

This change may not necessarily alter the office space of CF and Address but it may alter the office space of the Letter Registrar who should be close to CF and Address.

The reason for this change is the increase in mailing of various types of info packets and the new test set-up. All this is better done by and in CF and Address and under the direct control of the Letter Registrar,

The materials of CF and Address remain in the Dept of Material. The functions of CF and Address and their personnel now shift to the Letter Registrar.

New designations will be required on address plates for "Tested and Evaluated" "PE" "Anatomy Course" etc, and new info packets must be designed for each new category. It is my feeling this is all best done under the direct supervision and orders of the Letter Registrar who may even now be covering areas already being covered. New uses for CF and Address and info packets should be discovered.

Test Evaluation may shortly come under Letter Reg while testing and Test Files remain with PE due to an experiment now being undertaken in evaluating by mail for persons tested rather than bringing them in for evaluation. If this works out as superior in returns, then place test evaluation and evaluators under the Letter Registrar at once. A new test evaluation system makes this very easy to handle.

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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

HCO POLICY LETTER OF 8 APRIL 1965  
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".

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HCO POLICY LETTER OF 1 SEPTEMBER 1965  
Issue III

**MAILING LIST POLICIES**

Gen  
Non-Remimeo

(Preserved policy from former Policy  
Letters which have been cancelled)

The elementary Emergency formula for a down org is:

1. Promote Promote Promote.
2. Then change bad spots and re-organize.
3. *Then* economize, cut off all Purchase Orders except postage, communications and rent.
4. Get ready to Deliver to the people who will be coming in as a result of the promotion and deliver.

To promote you must have a full mailing list. Anyone who failed to get his mailing list back off old invoices will probably make about thirty or forty thousand pounds less between now and Christmas-which is punishment enough for not following my late '64 orders where the job was skimped.

I see two orgs that are limping also have a very small mailing list. Any connection?

Rush the project ordered in '64 wherein you culled your addresses back from old invoices and you'll have lots of people and money again. Scientologists never get truly lost.

*Then* get onto Book Promotion, put a return self-address card for "more info" in the back of every book you sell and get your list up both from the book sale and the card. Omitted that?

Look over the earlier 1965 Policy Letters that define promotion. That's all it is.

But promotion is successful when you use books to front for you and a flop when you don't. If you think promotion is costly it's because the money isn't invested in getting books sold. Books are your first line of promotion.

Re-organize your book department if it doesn't slam back a book at every orderer within 24 hours of the receipt of the order. Why be poor all the time?

1. Place ads
2. Get mailing lists from anywhere.
3. Get mailing lists by selling books.
4. Sell more books to them.
5. Have good processing available for them and say so loudly.
6. Have good training available for them and say so loudly.

Do just those things and do only those things and you'll be 10 times your size with a lot more pay.

It's very easy. Why keep doing it the hard way?

I'm interested in review that only those orgs are poor which haven't been following my direct orders. Well, anybody has a right to be poor, I suppose, if he has an appetite for it. Personally I don't care for it. It must be a carefully acquired taste. As a brand new idea in those orgs that are struggling, why not get rich by doing what Ron says?

## 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.

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 313165.
6. This plate is put in File A and receives whatever goes out to File A for six 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 313165 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, and puts it in the regular active files.
8. The Distribution Secretary must not place whole lists in the hands of Field Staff Members but may send prospects to Field Staff Members of proven value to the org.

## CITY OFFICES

City Offices must send a copy of the invoice of all memberships it sells or issues free to the Continental Office that issues the Continental Magazine. It must also send a copy of all other invoices for whatever service, including book sales, to the Continental Office, so that these people can get the minor issues of the Continental Magazine, plus any other promotional mailings that go out from the Continental Office. As the City Office has collected the membership money for the memberships that the Continental Office is servicing with magazines, and as the Continental Office does promotion for the City Offices, the senior org draws on the junior org's Book Acct for promotion in the junior org's area.

A City Office must maintain some sort of an Address unit, and Central Files. Until it has funds for buying addressing equipment, it keeps a card file for each name in its Central Files which is anyone who has bought service (includes PE) or bought books, with appropriate abbreviations on the card to match tabbing of a full Central Org Addressograph. Of course, in such a case, when a mailing is to be done by the City Office, then it will be necessary for someone to type duplistickers from this card file-but that is still an address unit functioning. As it can accumulate funds for equipment, it can get an Elliott addressing machine or some other piece of inexpensive equipment for addressing. It is not conceived that an Addressograph would be secured until the City Office had reached full Central Org size. The silk screen Elliott Addressograph is probably cheaper and easier to use than duplistickers even as one can write one as fast as a duplisticker.

The names and addresses of City Offices must be carried in each issue of every magazine mailed by the Continental Office, and other broad promotional pieces.

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HCO POLICY LETTER OF 2 NOVEMBER 1965

Issue II

Gen  
Non-Remimeo  
CF Officer  
Address-in-Charge

**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.

L. RON HUBBARD

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HCO POLICY LETTER OF 9 JANUARY 1966

Issue II

Gen  
Non-Remimeo  
CF Hat  
Address Hat

**INTERNATIONAL CHANGES OR AREA  
CHANGES OF ADDRESS**

When someone on your central files moves out of your org area (like 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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HCO POLICY LETTER OF 22 AUGUST 1966

Remimeo  
All Executive  
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 so 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 whom 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 notification is necessary as the other org has *already* advised every possible org.

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Gen  
Non-Remimeo  
St Hill only  
Receptionist  
Org Div  
All Personnel

HCO POLICY LETTER OF 13 OCTOBER 1966  
(Cancels HCO Policy Letter of 12 January 1966, Issue 11)

**INVOICE ROUTING**  
All Invoicing Stations

Invoice copies are distributed as follows:

- WHITE - To the customer.
- PINK - To the department concerned with the service or item purchased.
- YELLOW - Debit and credit invoices are kept in the Department of Income for collection purposes.
- YELLOW - NOT debit or credit invoices for students and pcs are routed to Address then to CF via Reception, so that Reception can check the invoices against the In the Org List. Other not debit or credit are routed from Address straight to CF.
- BLUE - To the Department of Records, Assets and Materiel for record purposes.
- GREEN - Consecutive series to be kept in the machine until the end of the accounting week.

L. RON HUBBARD  
Founder

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[Note: A copy of HCO Policy Letter of 7 June 1965,  
*Entheta Letters and the Dead File* is in Volume 1, page  
415.]



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HCO POLICY LETTER OF 8 MAY 1969

**ADDRESS LISTS  
ADDRESSO AND CENTRAL FILES**

Remimeo

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 1969 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.**

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W/O Ken Delderfield CS-6  
for  
L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 MAY 1969

**MAILING LISTS**  
**CENTRAL FILES**  
**ADDRESSO**  
**BASIC DEFINITIONS AND POLICY**  
Dianetics and Scientology Mailing List

Remimeo

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 Aprfl '65).

**Central Files Folder**

The CF folder is the folder of a person who has bought something from an Organization. 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. Address-o 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 fists 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 1971, *New Names to CIF Change*, Vol. 6-227; 3 July 1971R 13 June 1973, *New Names to CIF Change*; 18 Sept. 1971, *AOLA 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*.]

HUBBARD COMMUNICATIONS OFFICE  
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HCO POLICY LETTER OF 18 NOVEMBER 1969

Remimeo  
Pub Div Hats  
Div 2 Hats  
HCO ES Hat  
OES Hat  
PES Hat

Issue I  
CENTRAL FILES  
VALUE OF

**THE GROSS INCOME OF THE ORG AND WHY**

The easy way orgs give away their Central Files or pieces of them to other orgs indicates a complete miss on their value.

The average file folder in a CF file never costs less than \$10 a folder to obtain.

When you think of all the work and mailings of the Public Divisions and realize that the direct Product of that thought and activity is a CF folder you begin to get some idea of what it cost to have a folder to file.

The gross income catastrophes that follow giving another org the CF folders of its area are fantastic. One check showed Wash DC dropped and lost around \$27,000 Gross Income in about one quarter after it gave away pieces of their CF to small East Coast US orgs which didn't even have the facilities to use them.

SH left half a ton of US CF folders in London unshipped to the US for a long time. The astonishing thing is the tame presentation of at least \$280,000 worth of folders to ASHO with no thought of making any deal.

Jbg some years ago "misplaced" its basic 6500 CF address list and lost the files utterly. It took 2 years to find the list (they had left it in an old attic) and then for 2 more years did nothing with it. Stats down all the time of course.

Treasonable propaganda to the effect "it's an old file" "those names aren't hot anymore" encourage the disuse and disposal of CF files.

Yet a 5 year old file where the person has been written to dozens of times can suddenly come alive, the person walking into the org.

I have seen dozens of "disposed" "inactive" files worked over and produce thousands of dollars.

So a file is worth at least \$10 or more to got but it is worth hundreds when continually written to.

An org's potential fortune, its potential gross income is its CF. So what would you think of a staff member or executive who simply gave away big pieces of the gross income.

Well, think the same thing of someone who gives away CF folders. Or who lots their address go stale. Or who fails to keep them up and work them over.

In the US if anyone changes his address, the Post Office only keeps the change of address card for 6 months. DC, failing to mail to a 40,000 CF list two or three times a year lost 27,000 of those names because the people moved, the address change at the PO got torn up and nobody could be reached anymore.

The process by which you get your Gross Income, your portion of proportionate pay and which pays for further dissem and PRO and service is not a mysterious action. People don't just walk in out of the blue.

The Public Divisions get people into CF (by definition, CF is "people who have bought something from an org"). Then Div 2 gets them into higher services by Ltr Reg or phone actions. Then upper orgs get them into upper services by paying FSM commissions to the lower orgs.

It can get very baffling how this simple and ONLY source of gross income can be so missed that an org gives away its CF.

Even if "that folder" has bought everything that org has, it is still worth a 10% FSM commission to the org who owns it if that org selects it and sends it literature.

Honest, believe me, this is the only route by which you get in gross income:

1. Public Div actions
2. Div 2 actions
3. Good service actions
4. FSM to upper orgs.

There isn't any other route for all other routes also have to follow this route. Even Pub Div FSM selections come back into CF for further action after first service.

Public Div actions mean "New names to CF."

Is CF then only able to sell to "new" names? If so your Division II isn't worth scrapping. Or your Divs IV and V need a hammering for having out-tech and muddying up a field.

Listen: There is no other route to Gross Income than via CF.

Aside from dead people or people who want off the list or people who move with no address change THERE IS NO VALID CF AGE.

Address of course is the CF index as well as who gets the magazine.

"Yes", somebody says, "but SIOUX Falls is West of our territory . . . . And the org there said . . . . Listen, I wouldn't give another org the time of day if *my* org got the CF.

Stop being so big hearted with your org's future gross income.

An OES, worried about having enough money to keep the org going and provide services would be amazed to find out what would happen to his GI if he forced this Pol Ltr to be checked out on the whole org. I'll bet better than 90% of staff haven't a clue as to how or why or by what route they get ANY income at all. It's all in this Pol Ltr.

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L. RON HUBBARD  
Founder

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Remimeo  
Dissem Sec Hat  
Dir Prom Reg Hat  
CF I/C Hat  
CF Clerk Hat  
Address I/C Hat  
Address Tabbing  
Clerk Hat

HCO POLICY LETTER OF 5 FEBRUARY 1971  
Issue VI

**CF AND ADDRESS PRE-SORTING**

CF and Address should both have a series of baskets, one for each letter of the alphabet, into which all particles are sorted prior to either filing the particle as in Central Files (CF) or prior to making an address plate, changing an address plate or tabbing an address plate as in Address. In this fashion all particles can more easily be filed or handled.

The action then is as follows:

1. Sort all particles into the alphabetical sorting baskets using the first letter of the last name as the criteria into which basket the particle is placed. (A letter or invoice made out to Mary C. Jones would be placed in the basket marked "J".)
2. Then file or handle from each alphabetical basket.

Number 1 and Number 2 as above can be done many times during the day as required by the volume of particles received.

The baskets can be set up either in a series of basket stacks or they can be laid out on top of a long series of filing cabinets as in CF. How these are set up is a question of ease and convenience so as to speed the particle flow.

As far as the baskets themselves are concerned, these can at first be boxes which stationery is sold in or baskets similar to those used in Comm Centers; however, as regards the latter it would be wise to obtain either a different shape or a distinctive color because it not unfrequently happens that these baskets are removed by other staff or HCO for use in Comm Stations or in the Comm Center.

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L. RON HUBBARD  
Founder

	<b>1956</b>			<b>1959 (cont.)</b>		
26 Sept.	Registrar	309		26 June	Dissemination Secretary Hat	11
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	<b>1957</b>			19 Aug.	Writing of Letters by Staff Auditors	365
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25 Jan.	Scientology	15		26 Aug.	(excerpt)	259
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