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Organization Executive , Course

AN ENCYCLOPEDIA OF SCIENTOLOGY POLICY

by
L. Ron Hubbard

FOUNDER OF DIANETICS AND SCIENT.OLOGY

DISTRIBUTION
DIVISION

6

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18 Apr. 1970	Tapes	Vol. 2-227
28 Apr. 1970	The Dianetic Counselling Group Programme	390
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10 May 1971	Advantages of Missions	see-300
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30 Mar. 1965	Field Auditors Become Staff (26 Mar. 1965 revised)	312
9 May 1965	Field Auditors Become Staff (cancels 26 Mar. 1965 & 30 Mar. 1965)	318
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30 Aug. 1966	Selection Regulations (addition to 26 Mar. 1965)	330
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28 Jan. 1970	Field Mailing Lists (cancels 29 July 1969, amends 14 Feb. 1967)	<i>Vol 1-290</i>
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26 Dec. 1968	The Third Party Law	<i>Vol. 0-183, Vol 1-530</i>
30 Dec. 1968	The Public Programmes Officer	369
31 Jan. 1969	Humanitarian Objective and Gung Ho Groups	370
15 Mar. 1969	Third Party-How to Find One	VoL 1-534
7 Apr. 1969	Division 6 Pins (amendment to 24 Apr. 1968)	95
25 Aug. 1969	Third Party Investigations	<i>Vol 1-535</i>

DIANETIC COUNSELING GROUPS
(A study of this Section should include
STANDARD DIANETICS, Yolume 4, pages 232-263.)

I June 1969	The Most Fundamental Errors	372
8 July 1969	Franchise, Who May Have One (Extension) (modifies 20 Apr. 1968)	282
25 July 1969	Dianetic Counseling Groups I -Introduction	373
25 July 1969	Dianetic Counseling Groups 2-Purpose	374
25 July 1969	Dianetic Counseling Groups 3-Dianetic Counseling Groups and Scientology Organisations	376
25 July 1969	Dianetic Counseling Groups 4-Stages of Forming, Increasing and Expanding a Dianetic Counseling Group	377
25 July 1969	Dianetic Counseling Groups 5-Group Formation	380
25 July 1969	Dianetic Counseling Groups 6-The Org Board	384
25 July 1969	Dianetic Counseling Groups 7-Conimunication System	388
5 Oct. 1969	Dianetic Courses, Wildcat (revised & reissued 10 Dec. 1969)	Vol. 4-263
18 Nov. 1969	Dianetics-Right to Audit	VOL 5-201
18 Nov. 1969	Dianetics-Right to Teach	Vol. 5-202
28 Apr. 1970	The Dianetic Counselling Group Programme	390
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9 Oct. 1970	4 - The PR Personality	402
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18 Nov. 1970	5 - PR Definition	404
11 May 1971	6 - Opinion Leaders	405
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30 May 1971	9 - Manners	417
2 June 1971	10 - Breakthrough-PR and Production-Tone Scale Surveys	420
15 June 1972	11 - PR Area Control-Three Grades of PR	422
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5 Oct. 1971	12 - Propaganda by Redefinition of Words	423
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7 Jan. 1972	14 - Creating Survey Questions	428
25 Jan. 1972	15 - Population Surveys	442

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2 June 1971	Tours Org Bd	446
15 Sept. 1971	Purpose and Statistics of a Tour Member	448
17 Feb. 1972	Higher Orgs-Public Reg Setup	449
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28 May 1965	Some Allowed Ads-Book Ads	460
30 June 1965	Ad	461

Note: At time of publication of this volume new developments of the Organizing Board are in progress, some of which affect Division 6. The Public Registrar is restored and Tours are returned to Division 6. Several 1970, 1971 and 1972 key policies

covering these and other developments have been included in this volume, however, a full coverage of this evolution is to be found in the Year Books (to be published).

Other Divisional Volumes should be consulted, especially Volume 2 for information on *Promotion, Books and Registration*, Volume 3 for information on *Invoicing and Memberships*, Volume 4 for data on *Course Supervision*, Volume 5 for additional data on *Memberships*, and Volume 7 for *Issue Authority*.

The materials in this volume are listed mainly in order of appearance. Additionally, some policies are listed in more than one section (with page numbers in *italics*), as they deal with more than one area of operation. Key relevant policies from *other OEC* volumes are also listed, with volume and page numbers in *italics*. A complete *date order* index appears in the back of the book, starting on page 462.

YOUR POST

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

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

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

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

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

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

So we're using that chance.

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

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 JUNE 1965

Gen Non-Remimeo
Division 6 HATS
HCO HATS

Issue 11

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, *anything* 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.

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t Note: A later issue (11 July 1969) of this Pol Lty, amended slightly by PESWw to agree with the 9 Div org board, referred to the original in error as a July 1965 issue; it implied in its signature PES authorship. The original LRH policy is the above. HCO P/L 30 July 1970, Registration Breakthrough, Volume 2 page 301, amended this Policy Letter, but was later cancelled by HCO P/L 3 July 1971, Registration Change-New Names to CIF Change, page 227, which also restored the above LRH issue to full effect.)

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 JUNE 1965
Issue 11

Gen Non Rernimeo

DISTRIBUTION DIVISION (DIV 6)

The purposes of this Division are:

1. To distribute data and information to anybody not currently employed or being trained in an org.
2. To encourage such people to study and continue their studies.
3. To encourage them to take Courses and/or auditing or further courses for their advancement.
4. To encourage them to introduce Scientology to other people.
5. To encourage them to train and audit other people within the limits of their training and classification.
6. To encourage and promote the formation of groups (comprised of people not employed or taking training in an org).
7. To encourage the formation of Franchise Centres.
8. To encourage the formation of City Offices.
9. To foster, watch, monitor and even promote any activity likely to come into the sphere of Scientology until such time as provision is made for such activity within the other Divisions of the org.
10. To investigate, pilot, establish, as the case may be, any project passed on to it by the Board.
11. To undertake any action or activity considered necessary by the Board to further the aims of Scientology and which is not already provided for within the org structure.
12. To do all the foregoing within the scope of existent and published policy or where such does not exist, to submit and get approved the requisite policy before proceeding.

From the above, it follows that the following specific functions come under Division 6:-

- 1 . Book Dept Sales.
2. Franchise.
3. Field activities.
4. Field Staff Members.
5. Distribution of the Auditor.
6. Congresses.
7. Body departure (other than org personnel).
8. Political contacts.
9. New areas. 10. New activities. 11. Press and public relations. 12. Special projects. 13. Changed conditions.
14. All advertising. 15. Auditors Groups (such as PAC). 16. Study Groups. 17. Groups in general. 18. Group Secretaries.

Written for L. Ron Hubbard by Reg Sharpe
Issued by L. **RON HUBBARD**

QUALIFICATIONS DIVISION 5
 |
 QUALIFICATIONS SECRETARY
 |
 QUALIFICATIONS SEC. SEC.

DISTRIBUTION DIVISION 6
 |
 DISTRIBUTION SECRETARY
 |
 DISTRIBUTION SEC. SEC-

RESULT	CORRECTION	ABILITY			
Department 13	Department 14	Department 15	PURPOSES	CLEARING	REALIZAT(ON
			Department 16	Department 17	Department 18
DEPARTMENT OF EXAMINATIONS	DEPARTMENT OF REVIEW	DEPARTMENT OF CERTIFICATION & AWARDS	DEPARTMENT OF PUBLIC INFORMATION	DEPARTMENT OF CLEARING	DEPARTMENT OF SUCCESS
Director of Examinations	Director of Rciow	Director of Certification S, A.ods	Director of Pubbe Information	Director of clearing	Diroctor of Success

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SECRETARIAL EXECUTIVE DIRECTOR

SEC ED 38 SH
Applies to Saint Hill

Office of L. Ron Hubbard

June 28, 1965

**DISSEM DIVISION
DISTRIBUTION DIVISION**

1. We will follow, in setting up the HCO Dissem Division, the same organizational procedure used to organize the Qual Division whereby we put the HGC in the Qual Div and when the Division was fully organized, detached the now organized HGC and put it in Tech.
2. We will now put the Dissemination Division together. We will put everything in it that even vaguely relates to it and organize it all fully and then when we see how it fits together, we'll detach whole parts to the Distribution Division or HCO or wherever, leaving the Dissem Division with what it should have.
3. Therefore the Dissem Division now has priority on personnel and materiel and priority of any other division is cancelled.
4. The Dissem Division therefore gets

*Franchise	Promotion
Letter Registration	"Advertising
Book Shop	Archives
Book Mailing	Mimeo
Printing	HCO B & Pol Ltr filing and issue
Magazines	Hat Assembly
Make-up	Tapes
Compilation	And any other function it already has.
5. All executives and staff members are directed to deliver any materials or files or other things to it that are requested by it.
6. This leaves the Distribution Division with Congresses and Press Relations, Scientology Groups and Field Staff Members. The Distribution Division should sort out the needs of broad public handling and selling independent of the other divisions or former org activity.
7. HCO Division I should handle new and forming orgs and all legal.

L. RON HUBBARD

*These functions moved to Distribution at a later date. -Ed.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 30 SEPTEMBER 1965

Remimeo
Advisory Councils
Advisory Committees
4

Excerpt

STATISTICS FOR DIVISIONS

Dist Division 6 -

Number of field staff member commissions paid/ number of new addresses added to CF both for the week. This dual statistic reflects a healthy Dist Div. The number of new addresses added to CF means of course *new* people buying things from the org. Therefore its advertising quality and basic services can be judged even though assisted by other divisions as well. The number of field staff commissions paid reflects its leadership of field staff members.

New people is the business of the Dist Div.

---S.
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[Note: A complete copy of this Policy Letter can be found in Volume 1, page 328. It was later amended by HCO P/Ls 5 February 1971 Issue V, *Org Gross Divisional Statistics Revised*, page 65, and 5 February 1971 Issue 111, *FEBCExecutive Director Org GDSes*, in the 1971 Year Book.

THE PROMOTIONAL ACTIONS OF DISTRIBUTION DIVISION 6 (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.)

86. **DISTRIBUTION SECRETARY** - Co-ordinates and gets done the divisional promotion functions of Division 6 and makes Scientology and the org known to the broad public.
87. **DEPARTMENT 16 (Dept of Field Activities)** - Advertises to the broad public.
88. Advertises and holds Congresses, Open Evenings, etc.
89. Sees that the Introductory lecture and non-classed courses use no words that will be misunderstood and make people want to buy training and processing and offers it.
90. Furnishes lecturers to groups.
91. Gets books placed in book stores reviewed and in the public view.
92. Acquires new mailing lists.
93. Sends out excellent info packets.
94. Guides in new body traffic.
95. Works on the public not on the Scientologists already known to Divisions I and 2.
96. **DEPARTMENT 17 (Dept of Clearing)** - Recruits and handles Field Staff Members to get in pcs and students for the org (and collect past debts).
97. Keeps in touch with Franchise Holders and keeps them informed.
98. Carries out all FSM and Franchise activities and makes them head people toward the org.
99. Treats the whole departmental activity as salesmen are handled by any other business org.
100. Trains the FSMs and Franchise Holders and makes them financially successful.
101. Gets all commissions owed promptly paid to encourage earning more commissions.
102. Gives FSMs and Franchise Holders things they can use to disseminate and select.
103. Advertises and conducts an Extension Course.
104. Invites Scientologists to ask that Info Packets be sent to friends and relatives.
105. Finds and encourages the formation of Scientology Groups and Registers them and offers certificates.
106. Sends out mailings to Groups.
107. Registers Franchise Centre names.
109. **DEPARTMENT 18 (Dept of Success)** - Contacts by letter all ex-pcs. and students of the org. They should be written to at widening intervals after leaving org.
109. Collects by letters or verbally successful applications of Scientology.
110. Issues stories of successful application.
- I 11. Handles press.
112. Makes Scientology popular or the thing to do.
113. Sells Scientology to governments and broad social stratas.
114. Issues projects of application to advanced Scientologists, particularly those projects involving artists or public figures.
115. Acknowledges the activities of Scientologists busy out in the world.
116. Appoints Committees of Scientologists in various areas and groups to advise on improvements of the civilization.
117. Encourages broad public (lay) memberships.
118. Gets spectacular wins posted on the Org's public notice boards.
119. Condenses wins into data of interest for mags and as handouts.
120. Makes a Catalogue of successes with various processings on various conditions.
121. Encourages and publicizes various applications of Scientology.

LRH:inl.rd

L. RON HUBBARD

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[See also HCO P/L 23 May 1969 issue III, *Public Divisions*

Promotional Actions, page 19, which adds to this Policy Letter.]

DISTRIBUTION DIVISION - 6

1

DISTRIBUTION SECRETARY

1

DISIRIBUIAOIN SEC'S SEC

Purposes Department 16	Clearing Department 17	Realisation Department 18
DEPARTMENT OF PUBLIC INFORMATION DIRECTOR OF PUBLIC, INFORMATION Public Relations Officer Public Campaign Planning Officer Public Lecture Promotion Officer Congress Planning Officer Congress Literature Officer Congress Quarters Officer Congress Drill Officer Congress Floor Sales Officer Road Show Officer Book Promotion Officer Book Store Promotion Officer Mailing List Procurement Clerk Info Packet Compiler Duplisticker Typist Info Packet Mail Clerk Info Packet Stock Clerk Advertising Officer Advertising Copy Writer Advertising Lay-Out Officer Public Reception Display Clerk Public Receptionist Public Lecturer Introductory Lecturer	DEPARTMENT OF CLEARING DIRECTOR OF CLEARING FSM Promotion Officer FSM Personnel Officer Franchise Officer Basic Courses Promotion Officer Basic Courses Supervisor Children's Classes Supervisor Group Programme Officer Group Officer HBA Records Clerk Student Pc <i>Liaison</i> Officer Field & Franchise Co-ordinator WW	DEPARTMENT OF SUCCESS DIRECTOR OF SUCCESS Case Success Compiler Case Success Solicitor Case Success Records Clerk Industrial Applications Officer Personnel Applications Officer Sales Application Officer Other Activities Applications Officer Applications Record Clerk Public Analysis Officer Dissern Div Liaison Info Packet Response Analyser Best Seller Statistical Clerk Congress Statistical Clerk Political Liaison Officer New Civilisations Section OT Roster Section OT Operations Section Distribution Files Clerk Typist

(The above Org Board was sent to all orgs on 6 May 1966 by WW. -Ed.)

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 SEPTEMBER 1967

Remimeo

STATISTIC

GDS DIV SIX

The Gross Division Statistic of Div Six is a triple statistic:

- a. Number new names CIZ
- b. Number attendances Sunday Service
- c. Number people interviewed by Registrar.

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L. RON HUBBARD
Founder

DIVISION TWO - DISSEM Div

Dept 4 -Promotion Dept 5 - Publications Dept 6 - Registration

DIVISION THREE - TREASURY

Dept 7 -Income Dept 8 - Disbursements Dept 9 - Records, Assets & Materiel

DIVISION FOUR - TECH Div

Dept 10 - Tech Services Dept 11 - Training Dept 12 - Processing

DIVISION FIVE - QUALIFICATIONS

Dept 13 - Examinations Dept 14 - Review Dept 15 - Certs & Awards

DIVISION SIX - Public Planning

Dept 16 - Public Planning Dept 17 - Public Communications Dept 18 - Public Reports

DIVISION SEVEN - Public Activities

Dept 19 - Facilities Dept 20 - Activities Dept 21 - Clearing

DIVISION EIGHT - Success

Dept 22 - Expansion Dept 23 - Population Dept 24 - Success

The various sections of old Div 6 are then spread under 3 divisions controlled by the Public Executive Secretary.

The full functions of the new departments are expressed in the purpose of the Public Executive Secretary.

TO HELP LRH CONTACT AND PROCESS THE PUBLIC AND PUBLIC BODIES AND TO MAKE AND GUIDE THE GOVERNMENT OF A CIVILIZATION.

(Note: I am designing these 3 divisions also so they can stand alone and form the org board of a small org or Franchise holder who will then add the earlier two parts [HCO and Org] when he comes up to Academy level.)

L. RON HUBBARD
Founder

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[Amended by FICOP/L 12 September 1968, ne Public Divisions, page 11.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remirneo HCO POLICY LETTER OF 2 NOVEMBER 1967
HCO Exec Sec Hat
Org Exec Sec Hat
Dist Sec Hat
Dept of P1 Hats
Dept of Clearing Hats
Dept of Success Hats

DISTRIBUTION DIVISION
DEPARTMENTS OF
PUBLIC INFORMATION,
CLEARING AND SUCCESS

The following is to be posted in Organizations of 50 or less staff members in accordance with HCO Policy Letter of February 28, 1966 entitled, "Danger Condition Data, Why Organizations Stay Small":

DEPARTMENT OF PUBLIC INFORMATION
Director of Public Information

PUBLIC RELATIONS SECTION.
Public Relations In-charge
Public Lectures Promotion Clerk
Public Lecturer
Public Programmes Clerk
Road Show Manager

BOOK PROMOTION SECTION
Book Promotion In-charge
Book Store Promotion Clerk
Advertising Placement Clerk
Advertising Copy Writer
Advertising Layout Artist
Book Salesman

INFO PACK SECTION
Info Pack Section In-charge
Info Pack Stock Clerk
Info Pack Mail Clerk
Mailing List Procurement Clerk
Duplisticker Typist

PE SECTION
PE Section in-charge
PE Promotion Clerk
Public Receptionist
Public Reception Display Clerk
PE Lecturer

CONGRESS SECTION
Congress Manager
Congress Planning Clerk
Congress Promotion Clerk
Congress Quarters Clerk
Congress Drill Clerk
Congress Floor Sales Manager

DEPARTMENT OF CLEARING
Director of Clearing

FIELD STAFF MEMBER SECTION

Field Staff Member Officer

FSM PERSONNEL UNIT

FSM Personnel In-charge

FSM Appointment Clerk

FSM Personnel Training Supervisor

FSM Personnel Records Clerk

FSM COMMUNICATION UNIT

FSM Communication In-charge

FSM Communicator for WUS

FSM Communicator for EUS

FSM Communicator for AF
FSM Communicator for ANZO
FSM Communicator for Other Areas

FSM PROMOTION UNIT

FSM Promotion In-charge
FSM Promotion Planning Clerk
FSM Supply Clerk

FSM AWARD UNIT

FSM Award Clerk

FSM FILE UNIT

FSM Files Clerk

FRANCHISE SECTION (WW only)

Franchise Officer
Franchise Communicator

GROUP SECTION

Communicator to Groups
Group Programmes Clerk

BASIC COURSES SECTION

Basic Courses In-charge HAS Promotion Clerk HQS Promotion Clerk Dianetic Co-audit Promotion Clerk
Extension Course Supervisor

DEPARTMENT OF SUCCESS

Director of Success

CASE SUCCESS SECTION

Case Success In-charge Case Success Interviewer Case Success Compilations Clerk Case Success Records Clerk
Case Success Publication Liaison

APPLICATIONS SECTION

Applications In-charge Industrial Applications Clerk Personnel Applications Clerk Sales Applications Clerk
Other Activities Applications Clerk Applications Record Clerk

ANALYSIS SECTION

Analysis In-charge Info Pack Response Statistical Clerk Best Seller Statistical Clerk Congress Statistical Clerk
Ad Response Statistical Clerk

NEW CIVILIZATION SECTION

New Civilizations In-charge
Political Liaison

CHAPLAIN'S SECTION

Chaplain Chaplain's Court Arbiter Chaplain's Court Clerk Chaplain's Court Files Clerk Sunday Services
Promotion Clerk Chaplain's Sunday Services Assistant

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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 25 JUNE 1968

Remimeo

The Gross Divisional Statistics of the Public Divisions are allotted as follows -

Public Planning Division -

Number new names CIF

Public Activities Division -

Number of People interviewed by Registrar

Success Division -

Number Attendees Sunday Service

ED 1076 INT is hereby cancelled.

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Lt. Diana Hubbard
Public Aide
for
L. RON HUBBARD
Founder

[Amended by HCOP/L 20 January 1969 issue II, *Public Divisions Gross Divisional Statistics*, page 12.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 SEPTEMBER 1968
(Amends HCO P/L of 26 October 1967-Same Title)

Remimeo

THE PUBLIC DIVISIONS

All Orgs have three Public Divisions.

Having over 50 Staff Members is no longer a criterion.

A small Org (or Franchise Holder) may have these three Public Divisions only.
The earlier two parts (HCO & Org) will then be added when the Org comes up to
Academy level.

Tony Dunleavy - Public Exec See WW
Allan Ferguson - Org Exec See WW
Ken Urquhart - HCO Exec See WW
Ken Delderfield - Chairman EC WW
Bill Casey - D/LRH Comm WW
Jane Kember - D/Guardian WW
Mary Sue Hubbard - The Guardian WW

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for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 OCTOBER 1968

Remimeo

EXECUTIVE COUNCIL

(Amends HCO Pol Ltrs of 21 Dec 66, Issue I
and Issue II "Executive Council")

The third member of the Executive Council, the PUBLIC EXECUTIVE SECRETARY is to be included in all Executive Councils and all Policy Letters which state only "two members".

Nothing else is changed.

The Public Executive Secretary controls the Public Divisions.

The Public Divisions are the three former departments of Division Six, each one becoming a division in its own right.

Divisions 6, 7 and 8 now have the functions of former Departments 16, 17 and 18. Division 6 has the former functions of Dept 16 and Division 7 has the former functions of, Department 17 and Division 8 has the former functions of Department 18.

The former sections of Dept 16 become the Departments of Div 6. The former sections of Dept 17 become the Departments of Div 7. The former sections of Dept 18 become the Departments of Division 8.

The Executive Division now becomes Division 9 instead of 7.

This should be put up on all org boards and number changes made in all previous Policy Letters.

The reason for this is, Sen orgs have been found to have a weakness in public reach with only one division (formerly Div 6) doing the action. The health and income of an org depend upon heavy continuous watchfulness and actions in the public divisions.

It has been found that orgs fail to expand where they do not have a competent Public Executive Secretary and manned and functioning public divisions.

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L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 JANUARY 1969

Issue II

(HCO Pol Ltr of 25th June 1968, Amended)

Remimeo

PUBLIC DIVISIONS GROSS DIVISIONAL STATISTICS

The Gross Divisional Statistics of the Public Divisions are allotted as follows:

Public Planning Division - Number New Names in C/F

Public Activities Division - Number of People interviewed by Registrar

Distilbution Division - FSM Commissions Paid.

Tom Morgan	-	Public Exec See ww
Jim Keely	-	Qual See ww
VicUeckerinann	-	HCO Area See WW

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Rodger Wright - Ad Council WW
Jane Kember - LRH Comm WW
- The Guardian WW
for
L. RON HUBBARD
Founder

[Amended by HCO P/L 19 August 1970, *Division 6 Division 8 GDS*, page 36.1

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PUBLIC PUBLIC EXEC SEC

PUBLIC PLANNING DIVISION 6
PUBLIC PLANNING SECRETARY
PUBLIC PLANNING SEC. SEC.

PUBLIC ACTIVITIES DIVISION 7
PUBLIC ACTIVITIES SECRETARY
IT
PUBLIC ACTIVITIES SEC- SEC.

DISTRIBUTION DIVISION 8
DISTRIBUTION *SECRETARY*
0
DISTRIBUTION SM SEC.

ABILITY

Department 15
DEPARTMENT OF
CERTIFICATION
& AWARDS

ACCEPTABILITY REHABILITATION
Department 16 Department 17

CONTROL
Department 18

DECISION
Department 19

PARTICIPATION
Department 20

REALIZATION
Department 21

PURPOSE
Department 22

AIROPAGA77ON
Department 23

EXPANSION
Department 24

Director of
Certification
& Awards

DEPARTMENT OF
RESEARCH AND
REPORTS

Director of
Research
and Reports

DEPARTMENT OF
PUBLIC
REHABILITATION

Director of
Public
Rehabilitation

DEPARTMENT OF
PUBLIC
PROMOTION

Director of
Public
Promotion

DEPARTMENT OF
FACILITIES AND
SCHEDULE II AND
PUBLIC EVENTS

Director of
Facilities and
& -bodies and
Public Events

DEPARTMENT OF
ACTIVITIES

Director of
Activities

DEPARTMENT OF
SUCCESS

Director of
success

DEPARTMENT OF
FIELD
RECRUITMENT
& RECORDS

Director of
Field Recruitment
Establishment &
Records

DEPARTMENT OF
FIELD TRAINING

Director of
Field Training

DEPARTMENT OF
FIELD SERVICES

Director of
Field Services

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 JANUARY 1969

Remimeo

**PUBLIC DIVISION ORG BOARD REVISED
(CORRECTED)**

Based on the knowledge that the product of an Org Board is *Organizations* the following is the new structure of Public Divisions in Scientology Organizations throughout the world.

PUBLIC EXECUTIVE SECRETAR Y

PURPOSE: To help LRH contact and process the public and public bodies and to make and guide the Government of a civilization.

PUBLIC PLANNING DIVISION, Division 6

PUBLIC PLANNING SECRETAR Y

PURPOSE: To help LRH discover the Ethnic values of the public and, using these, to contact, rehabilitate the purposes of and control the public and public bodies to bring about the processing of the public and public bodies and making and guiding of the government of a civilization.

DEPT OF PUBLIC RESEARCH AND REPORTS: Dept 16

AWARENESS LEVEL: ACCEPTABILITY

DIRECTOR OF PUBLIC RESEARCH AND REPORTS

Ethnics Section

Survey and Planning Unit

Survey Unit

Survey Debriefing Unit

Data Filing Section

Data Receipt Unit

Data Filing Unit

Data Supply Unit

Data Evaluation Section

Data Evaluation Unit

Data Assimilation and Adaptation Unit

Reports Unit

DEPARTMENT OF PUBLIC REHABILITATION: Dept 17

AWARENESS LEVEL: REHABILITATION

DIRECTOR OF PUBLIC REHABILITATION

Rehabilitation, Plans and Targets Section

Ideas Unit

Plans Unit

Targets Unit

Rehabilitation Action Section

Arrangements and Briefing Unit

Appearances Unit (Press, TV, Radio interviews, personal interviews, political liaison)

V.I.P. Names and Data Collection Unit

Hostess Section

Plans and Preparations Unit
Functions Unit (invitations, catering, stewards)
Guests Unit

DEPARTMENT OF PUBLIC PROMOTION: Dept IS

AWARENESS LEVEL: CONTROL

DIRECTOR OF PUBLIC PROMOTION

Promotion Plans and Targets Section

Ideas Unit
Plans Unit
Targets Unit

Compilations Section

Promotion Preparation Unit Promotion Production Unit (Press Release Writer, Advertising, layout, photographer, publications liaison, printing liaison, movie/TV script writing and shooting) Promotion Stocks Unit

Promotion Dissemination Section

Records and Scheduling Unit
Book Distribution Unit (MIB, bookstore salesman, advertising placement)
Info Pack Mailing Unit

PUBLIC ACTIVITIES DIVISION, Division 7

PUBLIC ACTIVITIES SECRETARY

PURPOSE: To help LRH furnish excellent presentation and create maximal demand for Scientology on the part of the public and public bodies and to route individuals and individual public bodies to the registrar for enrolment for services.

*DEPARTMENT OF FACILITIES AND SCHEDULES
AND PUBLIC EVENTS: Dept 19*

AWARENESS LEVEL: DECISION

DIRECTOR OF FACILITIES AND SCHEDULES AND PUBLIC EVENTS

Schedules Section

Ideas Unit
Plans and Schedules Unit
Targets Unit

Facilities Section

Facilities Procurement Unit
Facilities Maintenance Unit
Facilities Operation Unit

Public Events Section (Congress Manager)

Public Events Preparations Unit
Public Events Execution Unit (Congress, Open Nights, Public Lectures, Tours)
Public Events Results Unit

DEPARTMENT OF ACTIVITIES: Dept 20

AWARENESS LEVEL: PARTICIPATION

DIRECTOR OF ACTIVITIES

Public Services Section

Public Reception and Display Unit
Testing Unit
Public Sales Unit

Public Courses Section

Public Courses Administration Unit
Public Courses Activity Unit (PE, HAS, HQS Course Supervisors, Anatomy of Human
Mind Course, Extension Course)
Public Courses New Scientologists Unit

Public Records and Registration Liaison Section

Public Records and New Names Unit
Public Routing and Registrar Unit
Public Activities Statistics Unit

DEPARTMENT OF SUCCESS: Dept 21

AWARENESS LEVEL: REALIZATION

DIRECTOR OF SUCCESS

Success Validation Section

Success Interview Unit
Success Solicitation and Letter Unit
Success Files and Records Unit

Success Publication Section

Success Ideas Unit
Success Compilations Unit
Success Publications Liaison Unit

Chaplain's Section

Morale Improvement Unit
Chaplain's Court Unit
Sunday Services Unit

DISTRIBUTION DIVISION, Division 8

DISTRIBUTION SECRETARY

PURPOSE: To help LRH make the Organization reproduce itself by putting out and expanding points of dissemination which contact and process the public and public bodies and which further make and guide the government of a civilization.

DEPARTMENT OF FIELD RECRUITMENT ESTABLISHMENT AND RECORDS: Dept 22

AWARENESS LEVEL: PURPOSES

DIRECTOR OF FIELD RECRUITMENT, ESTABLISHMENT AND RECORDS

Field Recruitment and Establishing Section

Field Recruitment and Appointment Unit (FSM, Franchise, Gung-Ho, Group Leader,
Appointment Clerks)

Field Establishing Unit (Establishes Gung-Ho, Scn Groups, Franchise, New Orgs)

Field Liaison Unit

Field Records Section

Field Reports Solicitation Unit
Field Records and Files Unit
Field Statistics, Posting and Publication Unit

Field Awards Section

Field Programmes Planning Unit
Field Awards Programme Execution Unit
Field Awards Issuance and Publication Unit

DEPARTMENT *OF* FIELD TRAINING: Dept 23

AWARENESS LEVEL: PROPAGATION

DIRECTOR OF FIELD TRAINING

Field Training Plans and Preparation Section

Field Training Plans and Targets Unit
Field Training Promotion Unit
Field Training Preparation Unit

Field Courses Section

Field Courses Admin Unit
Field Courses Supervision Unit
Field Courses Qualification Liaison Unit

Field Personnel Launching Section

Plans and Preparation Unit
Briefing Unit
Launching Ceremony Unit

DEPARTMENT *OF* FIELD *SERVICE*: Dept24

AWARENESS LEVEL: EXPANSION

DIRECTOR OF FIELD SERVICE

Field Service Planning and Preparation Section

Field Services Planning Unit
Field Services Preparation Unit
Field Services Execution Unit

Field Data and Advice Section

Field Communication Unit (FSM Communicator, Franchise Communicator, Gung-Ho Group Communicator, Scientology Group Communicator, Committee Communicator) Field Records Liaison Unit Field Records Data Collection Unit

Field Material Supply Section

Field Material Preparations Unit
Field Material Stocks Unit
Field Material Mailing Liaison Unit

Tony Dunleavy
CS-6 Public Aide

for
L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 30 JANUARY 1969 Pemimeo

PUBLIC DIVISIONS ORG BOARD

There are certain principles which the Commodore has discovered which have resulted in the Public Divisions Org Board.

The first of these is

THAT WHICH CONTINUES IN THE MEST UNIVERSE IS THE *PATTERN* WHICH CONTINUES IN THE MEST UNIVERSE.

Our Org Board up to this point has had a factor missing, which is that it did not reproduce itself. A cycle of action ends in a STOP.

An organisational pattern must take this fact into account and be such that it produces other organisations of the same pattern. Thus you obtain persistence and expansion.

This factor is as important as the discovery of the need for Correction in the Org Board, which resulted in the Qualifications Division.

One whole division, Division 8 the last division, is now devoted to this. This is called the Distribution Division.

DISTRIBUTION-MEANS PUT IT ELSEWHERE SO THAT IT WILL GROW THERE TOO.

Another datum used, which has come out of OT VIII research, is that where we have trouble-

WE ARE NOT RUNNING INTO COUNTER INTENTION BUT FAILED INTENTION.

This datum is further delineated and its use explained in HCO Policy Letter of 24th January 1969 "Turpose and Targets". A whole department, 17, (Awareness Level- Rehabilitation) is devoted to the rehabilitation of public purposes-the "Handling the enemy" department.

A third new datum is used in this org board, which is the anatomy of population control. This depends on a knowledge of the ethnics of the people.

Ethnics-What is	Wonderful	Infinitely valuable
	Good	Valuable
	Bad	Worthwhile
	Awful	Unacceptable
		Not wanted
		Hateful

You find out the current ethnic values of the population, what is acceptable or valuable and assimilate this data into your propaganda and publicity. You beat the drum about that and ignore what the Press are beating the drum about. You push that in literature, and it is different in each ethnic area.

Know the purposes of the public.

KEY THE PURPOSE AND THE STOP BLOWS-which is the exact formula to put a group into action.

Human rights are currently very popular in the U.S. and elsewhere.

So there is a whole Department, 16, to do with Public Research and Reports (Awareness Level : Acceptability)-Ethnics.

The Org Board now contains those factors which bring about rapid growth of an organisation and which will, if used, boom stats over the world.

Use them causatively.

Tony Dunleavy
Commodore's Staff 6 -

LRH:TD.Idm.ci.rd Public Aide
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HCO POLICY LETTER OF 23 MAY 1969
Issue III

Rernimeo All Public Div Hats

PUBLIC DIVISIONS PROMOTIONAL ACTIONS

(Addition to HCO PL 20 Nov'65
Promotional Actions of an Organization)

86. **PUBLIC PLANNING SECRETARY:** Co-ordinates and gets done the Divisional promotional functions of Division 6 and makes Scientology and the Org known to the broad public.
87. DEPARTMENT 16 (DEPT OF PUBLIC RESEARCH AND REPORTS): Discovers the Ethnic values of the local area.
88. Sees that Ethnic data is correctly evaluated for assimilation and adaption.
89. Makes sure Ethnic data is provided for use in Rehabilitation and Promotion Programmes.
90. DEPARTMENT 17 (DEPT OF PUBLIC REHABILITATION): Sells Scientology to Governments and broad social strata.
91. Works on the public not on Scientologists already known to Divisions I and 2.
92. Makes Scientology popular and the thing to do.
93. Uses the media of Press, TV, Radio.
94. Issues projects of application to advanced Scientologists, particularly those projects involving artists or public figures.
95. Appoints committees of Scientologists in various areas and groups to advise on improvements of a civilization.
96. DEPARTMENT 18 (DEPT OF PUBLIC PROMOTION): Advertises to the broad public using what is acceptable and valuable (Ethnic values).
97. Produces promotional material for Press Releases, TV Scripts, Book advertising using Ethnic values.
98. Gets books placed in bookstores reviewed and in public view.
99. Acquires new mailing lists.
100. Sends out excellent info packs.
101. Invites Scientologists to ask that info packets be sent to friends and relatives.
102. **PUBLIC ACTIVITIES SECRETARY:** Co-ordinates and gets done the Divisional promotional functions of Division 7.
103. DEPARTMENT 19 (DEPT OF FACILITIES, SCHEDULES AND PUBLIC EVENTS): Plans and organizes Public Events.

104. Advertisises and holds Congresses, Open Evenings, etc.

105. Furnishes lecturers to public-bodies and groups.
106. Plans and conducts lecture tours and special events.
107. DEPARTMENT 20 (DEPT OF ACTIVITIES): Guides in new body traffic.
108. Makes sure Public reception area displays full data making Scientology real to the Public and includes nothing that would overwhelm or confuse.
109. Sees that the Introductory Lecture and non-classed courses use no words that will be misunderstood and makes people want to buy training and processing and offers it.
110. Advertises and conducts an Extension Course.
111. Encourages broad public (Lay) Memberships.
112. **DEPARTMENT 21 (DEPT OF SUCCESS):** Contacts by letter all ex-pcs and students of the org. They should be written to at widening intervals after leaving the org.
113. Keeps bad cases and flopped students out of the field by sending all who fail Key Questions directly to Review at the cost of the Organization.
114. Collects by letters, or verbally, successful applications of Scientology.
- I 14A. Acknowledges the activities of Scientologists busy out in the world.
115. Encourages and publicizes various applications of Scientology.
116. Makes a catalogue of successes with various processings on various conditions.
117. Issues stories of successful application.
118. Condenses wins into data of interest for mags and as handouts.
119. Gets spectacular wins posted on the org's public notice boards and in Success booklets at Reception.
120. Makes sure morale in the Org is high, with Chaplain picking up any loose threads in Ethics matters and seeing they are cleared up and that people do not fall off the Org board.
121. Quickly acts through the Chaplain's Court Unit to resolve any disputes of a Civil nature among Scientologists.
122. Advertises and conducts a successful Sunday Service.
123. **DISTRIBUTION SECRETARY:** Co-ordinates and gets done the Divisional promotional functions in Division 8.
124. DEPARTMENT 22 (DEPT OF FIE , LD RECRUITMENT, ESTABLISHMENT AND RECORDS): Recruits, appoints and establishes FSMs, Groups and Franchises.
125. Registers Franchise Centre names.
126. Finds and encourages the formation of Scientology Groups and Registers them and offers Certificates.

127. Recruits Field Staff Members to get pcs and students into the Org and collect past debts.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 NOVEMBER 1969

Rernimeo
Public Div
Hats

NEW PUBLIC DIVISIONS ORG BOARD

Below is the new, more detailed Org Board for the Public Divisions. It is unique in that the functions of the Public Divisions stare at you off the Org Board, and therefore the vital functions do not get unmocked. Each PES should see this is posted in a location where all the Public Divisions can see it and each morning before work go over it with his personnel in Chinese School fashion to familiarize all his Staff and himself.

AWARENESS LEVELS

Dept 27	-	Office of the PES	-	POPULATIONS
Dept 16	-	Dept of Ethnic	-	ACCEPTABILITY
Dept 17	-	Public Planning	-	REHABILITATION
Dept 18	-	Public Communication	-	PROPAGATION
Dept 19	-	Public Contact	-	DECISION
Dept 20	-	Public Courses	-	PARTICIPATION
Dept 21	-	Dept of Success	-	REALIZATION
Dept 22	-	Dept of Clearing	-	PURPOSE
Dept 23	-	Dept of Expansion	-	EXPANSION
Dept 24	-	Public Relations	-	CONTROL

Dept 27

OFFICE OF THE PUBLIC EXECUTIVE SECRETARY

- E) Public Executive Secretary
- M Communicator Section
Ethnic Information Section
- B Programmes Coordination Section Public Divisions Conference Unit PES A/C Reports
from Div 3 Unit Targeting and Review Unit Target Posting and Boards Unit
- P Area Expansion Section

DIVISION SIX

DIVISION OF PUBLIC PLANNING

0 PUBLIC PLANNING SECRETARY

Dept 16

DEPARTMENT OF ETHNICS

0 Dir of Ethnic

- Ethnic Survey Planning Section
Ethnic Political Unit
Ethnic Social Unit
Ethnic Religions Unit
Ethnic Business Unit
Public What's Needed and Wanted Unit
- Scn Ethnic Survey Planning Section
Sen Ethn Franchise Unit
Scn Ethn FSM Unit
Scn Ethn Group Unit
Ethnic Scientologists Unit
Scn What's Needed and Wanted Unit

- B *Ethnics Activity Section*
 - Briefing Unit
 - Debriefing Unit
 - Ethnic Survey Compilation Unit
 - Scn Survey Compilation Unit
 - Survey Names Accumulation Unit

- P *Ethnic Findings Distribution Section*
 - Ethnic Findings Typist Unit
 - Public. Planning Liaison Unit
 - Public Relations Info Liaison Unit
 - Ethnic Survey Files Unit

- P *Ethnic Acceptable Appearance Section*
 - Acceptable Org Location Unit
 - Org Appearance Unit
 - Acceptable Public Reception Unit
 - Ethnically Acceptable Field Conduct Unit
 - Ethnically Acceptable Staff Member Conduct Unit
 - Ethnically Acceptable Staff Member Clothing Unit

Dept 17

DEPARTMENT OF PUBLIC PLANNING

0 Dir of Public Planning

- M *Analysis Section*
 - Ethnic Analysis Unit
 - Scientology Analysis Unit
 - Info Pack Response Stat Unit -
 - Best Seller Stat 'Unit
 - Congress Stat Unit
 - Ad Response Stat Unit
 - Lectures Stat Unit
 - Field Activities Stat Unit

- B *Planning Public Events Section*
 - Congress Planning Unit
 - Lecture Planning Unit
 - Tours Planning Unit
 - Goodwill Projects Unit
 - Local Events Unit
 - RJ Planning Unit

- B *Planning Public Campaigns Section*
 - Political Unit
 - Social Unit
 - Religions Unit
 - Business Unit

- B *Planning Scn Activities Section*
 - Franchise Unit
 - FSM Unit
 - Gung Ho Group Unit
 - Dn Counselling Group Unit
 - Public Courses Unit
 - Book Distribution Unit
 - Test Centre Unit

- B *Planning Pub Divs Publicity Section*
 - Public Division Magazine Editor

Pub Div Lay Out Unit
Pub Div Make Up Unit
Proofreader Unit

- B** *Planning Pub Div Promo Section*
Info Packs Unit
Congress and RJ Unit
Public Courses Promotion Unit
Book Promotion Unit
Flyer and Poster Unit

B *Public Ad Section*
Book Magazine Ads Unit
Book Newspaper Ads Unit
TV Ads Unit
Radio Ads Unit
PE Lecture Ads Unit
Sunday Service Ads Unit

P *Printer Liaison Section*
F/P for Printing Unit
Printer Completions Unit

P *Files Section*
Ad Files Unit
Info Pack Files Unit
Magazine Files Unit
Promotion Files Unit

Dept 18

DEPARTMENT OF PUBLIC COMMUNICATION

0 Dir of Public Communication

M *Public Routing Section* Public Reception Unit Routing Form Issuance Unit Log In-Out of Public Divs Unit Phone Unit

B *Public Name Accumulation Section*
Mailing List Accumulator
Purchased Mailing List Unit
PES Student Name Collecting Unit
Franchise and Group Mailing List Collecting Unit
Sunday Service Name Collecting Unit
Test Centre Name Collecting Unit
Public Courses Name Collecting Unit
3 Duplisticker Typist

P *Public Communication Stuffing Section*
Public Comm Stuffing I/C Info Packs Unit FSM and Franchise Starter Packs Unit Info Packs to FSMs Unit Info Packs to Franchises Unit Group Packs Unit Book Forms into Magazine Unit Membership Application Forms into Books and Mags Unit

B *Public Ad Placement Section*
TV Ad Placement Unit
Mag and Newspaper Ad Placement Unit
Radio Ad Placement Unit
Book Ad Placement Unit
Poster Placement Unit

B *Book Distribution Unit* MIB Executive Unit Booksalesman Unit Book Fair Events Unit Book Distribution Unit Bookstore Liaison Unit

P *Mail Out Section*
Mail Log Out Clerk Mail Out Clerks

DIVISION SEVEN
PUBLIC ACTIVITIES DIVISION
0 PUBLIC ACTIVITIES SECRETARY
Dept 19

DEPARTMENT OF PUBLIC CONTACT

- 0 Dir of Public Contact
- M *Public Activities Co-Ord Section*
 - Twice Yearly Congress Co-Ord Unit
 - RJ Yearly Co-Ord Unit
 - Public Events Co-Ord Unit
- B *Public Congress Section*
 - Congress Manager*
 - Congress Billing and Drilling Unit
 - One Year Pre-Congress Publicity Unit
 - 3 Month Pre-Congress Publicity Unit
 - I Month Pre-Congress Publicity Unit
 - Congress Poster Placement Unit
 - Asst Congress Manager*
 - Congress Ticket Selling Unit
 - Congress Hall Procurement Unit
 - Congress Booths and Displays Unit
 - Congress Seminar Unit
 - Congress Registrars and Cashiers Unit
 - Congress Book Selling Unit
- B *Ron's Journal Section*
 - Ron's Journal Officer
 - 60 Day Pre-RJ Publicity Unit
 - 30 Day Pre-RJ Publicity Unit
 - RJ Hall Procurement Unit
 - RJ Booths and Display Unit
 - Weekly RJ Tape Play Unit
- B *Public Lectures Section*
 - Lectures Managing Unit
 - 3 Week and I Week Pre-Film Publicity Unit
 - Monthly Film Presentation Unit
 - Monthly Tape Selection Unit
 - 3 Week and I Week Pre-Tape Publicity Unit
 - Monthly Tape Presentation Unit
 - Open Evening Unit
- B *Testing Section*
 - Test Issuance Unit
 - Test Routing Unit
 - Test Marking Unit
 - Test Evaluation Unit
 - Test Centres Co-Ord Unit
- P *Public Division Reg Section*
 - Public Division Registrar Names Letter Writing Unit Field ARC Broken Field Reg Unit Field ARC Broken Field Auditor Unit Public Courses Sign Up Unit Selection to Org Services Unit
- P *Public Division Cashier Section*
 - Public Division Cashier Cashier Summaries Unit

Dept 20

DEPARTMENT OF PUBLIC COURSES

- 0 Dir of Public Courses
- M *Public Courses Tech Services Unit* Checksheet Supplies Unit Materials Supplies Unit

- Materials Files Unit
- Course Student Boards Unit
- Packs In and Out Unit
- Roll Call Books Unit
- B *Public Courses Section*
- Public Courses 1/C
- PE Lectures Unit
(PE Lecturer)
- HAS Course Unit
(HAS Course Supervisor)
- HQS Course Unit
(HQS Course Supervisor)
- Anatomy of the Human Mind Course Unit
- Extension Course Unit
- Dissemination Course Unit
- Children's Course Unit
- B *Field Courses Section*
- Scri Group Course Unit
- Franchise Course Unit
- Dn Counselling Group Unit
- Gung Ho Group Post Training Unit
- Basic Management Course Unit
- Personal Aid Family Management Course Unit
- p *Public Courses C & A Section*
- Public Courses Exam Unit Field Courses Exam Unit Attestation Unit Certificate Issuance Unit Public Courses Awards Unit
- Dept 21

DEPARTMENT OF SUCCESS

- 0 Dir of Success
- *Success Interview Section*
- Success Interviewer Case Interviewer Unit Student Interviewer Unit 2 Key Questions Unit OK to Publish Forms Photographer Unit
- *Success Compilation Section*
- Case Success Unit Industrial Success Unit Sales Success Unit Personal Success Unit
- B *Success Validation Section* Success Validation Section 1/C Validation Letter to Successful Public Figures Unit Letters to Scientologists Leaving the Org at Widening Intervals Unit
- B *Success Publications Section* Success Story Typist Unit Success Book Compilation Unit Success Book for Reception Unit Success Boards 1/C Unit Success Cataloguing Unit
- P *Chaplain's Section*
- Chaplain Chaplain's Court Arbiter Chaplain Court Files Church Ceremonies Weekly Sunday Services Unit Marriage Counselling Unit
- Org Morale Unit

DIVISION EIGHT
DISTRIBUTION DIVISION
DISTRIBUTION SECRETARY

Dept 22
DEPARTMENT OF CLEARING

Director of Clearing

- M Field Membership Section*
Field Membership Issuance Unit Membership Renewal Unit Letter Writing Unit Membership Renewal Issuance Unit
Card Files Unit
- B FSM Section*
FSM Personnel I/C FSM Appointment Unit FSM Dissemination Material Supply Unit FSM Training Coordinator
FSM Selection Slip Supplier Unit FSM Payments Up to Date Unit FSM Complaints and Adjustment Unit FSM
Advice Letter Unit FSM Award Unit
- B Group Coordinating Section*
Group Officer
Group Chartering Unit
Auditor Group Liaison Unit
Study Group Liaison Unit
Group Supplies Unit
Scientology Advisory Committees to Public Unit
- B Sciefitology Groups Section*
Public Programme Officer
Gung Ho Group Coordinator Unit
Gung Ho Group Registration Unit
Gung Ho Group Appointment Unit
Gung Ho Group Training Coordinator Unit
Gung Ho Group Awards Unit
Gung Ho Group Public Committees Unit
- P Files Section*
FSM Files Unit Public Programmes Files Unit Group Files Unit

Dept 23

DEPARTMENT OF EXPANSION

- 0 Director of Expansion*
- M Franchise Development Section*
Franchise Officer
Franchise Appointment Unit
Franchise Registration Unit
Franchise Training Coordinator Unit
- M Franchise Administration Section*
Supplying Franchises Unit
Franchise Statistic Unit
Franchise % Unit
Franchise Selections Unit
Franchise Award Unit

- B *Franchise Expansion Section* Promoting New Franchises Unit New Franchise Forming Unit Liaison to Franchise WW Unit
- B *Dianetic Counselling Groups Section*
 Dianetic Counselling Group Appointment Unit
 Dianetic Counselling Group Registration Unit
 Dianetic Counselling Group Supply Unit
 Dianetic Counselling Group Training Coordinator Unit
 Dianetic Group Counselling Awards Unit
- P *Files Section*
 Franchise Records Unit Dn Counselling Unit
- P *Special Programmes Section*
 Pilot Projects Unit Personnel Appointment Unit Liaison for Finance Allocation Unit Pilot Projects Materials Unit

Dept 24

DEPARTMENT OF PUBLIC RELATIONS

- a Public Relations Officer
 - *Public Event Research Section*
 Newspaper Clippings Unit Radio Research Unit TV Research Unit Enemy Trend Watching Unit
 - *Public Event Planning Section*
 Public Image Formation Unit Public Image Story Targeting Unit Planning Appearance Unit PRO Activities Planning Unit
- B *Public Event Providing Section*
 Getting Important Contacts Unit
 News Release Unit
 PRO Publication Unit
 Groups and Committee Alliance Unit
 Getting Community into Action Unit
 Press Conferences Unit
 TV Appearances Unit
 Radio Programmes Unit
- B *Public Appearance Section*
 Public Reception Improving Unit
 Telephone Reception Improving Unit
- P *PRO Area Control Section*
 PRO Area Control Planning Unit PRO Area Control Activities Unit PRO Area Control Stabilization Unit

Lt. Cmdr. Diana Hubbard CS-6 for L. RON HUBBARD Founder

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HCO POLICY LETTER OF 21 DECEMBER 1969

(Revises HCO P/L 29 Nov 69

"New Public Divisions Org Bd")

Remimeo
Public Div
Hats

REVISED NEW PUBLIC DIVISIONS ORG BOARD

Below is the new, more detailed Org Board for the Public Divisions. It is unique in that the functions of the Public Divisions stare at you off the Org Board, and therefore the vital functions do not get unmocked. Each PES should see this is posted in a location where all the Public Divisions can see it and each morning before work go over it with his personnel in Chinese School fashion to familiarize all his Staff and himself.

THIS ORG BOARD HAS BEEN REVISED TO BE STREAMLINED. ACTIONS SUCH AS REG, CASHIER, MAIL OUT, RECEPTION, TECH SERVICES AND C AND A HAVE BEEN KNOCKED OUT AS THESE FUNCTIONS WILL BE CARRIED BY THE ORG, THUS REQUIRING LESS PERSONNEL. THE FRANCHISE SECTIONS IN DEPT 23 HAVE ALSO BEEN CLARIFIED.

AWARENESS LEVELS

Dept 25 - Office of the PES	-	POPULATIONS
Dept 16 - Dept of Ethnic	-	ACCEPTABILITY
Dept 17 - Public Planning	-	REHABILITATION
Dept 18 - Public Communication	-	PROPAGATION
Dept 19 - Public Contact	-	DECISION
Dept 20 - Public Courses	-	PARTICIPATION
Dept 21 - Dept of Success	-	REALIZATION
Dept 22 - Dept of Clearing	-	PURPOSE
Dept 23 - Dept of Expansion	-	EXPANSION
Dept 24 - Public Relations	-	CONTROL

Dept 25

OFFICE OF THE PUBLIC EXECUTIVE SECRETARY

- 0 Public Executive Secretary
- M *Communicator Section*
Ethnics Information Section
- B *P-ogrammes Coordination Section*
Public Divisions Conference Unit
PES A/C Reports from Div 3 Unit
Targeting and Review Unit
Target Posting and Boards Unit
- P *Area Expansion Section*

DIVISION SIX

DIVISION OF PUBLIC PLANNING

0 PUBLIC PLANNING SECRETARY

Dept 16

DEPARTMENT OF ETHNICS

- 0 Dir of Ethnic
- M *Ethnic Survey Planning Section*
Ethnic Political Unit
Ethnic Social Unit
Ethnic Religions Unit
Ethnic Business Unit

Public What's Needed and Wanted Unit

- M *Son Ethnic Survey Planning Section*
 - Son Ethn Franchise Unit
 - Son Ethn FSM Unit
 - Son Ethn Group Unit
 - Ethnic Scientologists Unit
 - Son What's Needed and Wanted Unit

- B *Ethnics Activity Section*
 - Briefing Unit
 - Debriefing Unit
 - Ethnic Survey Compilation Unit
 - Son Survey Compilation Unit
 - Survey Names Accumulation Unit

- P *Ethnic Findings Distribution Section*
 - Ethnic Findings Typist Unit
 - Public Planning Liaison Unit
 - Public Relations Info Liaison Unit
 - Ethnic Survey Files Unit

- P *Ethnic Acceptable Appearance Section*
 - Acceptable Org Location Unit
 - Org Appearance Unit
 - Acceptable Public Reception Unit
 - Ethnically Acceptable Field Conduct Unit
 - Ethnically Acceptable Staff Member Conduct Unit
 - Ethnically Acceptable Staff Member Clothing Unit

Dept 17

DEPARTMENT OF PUBLIC PLANNING

- 0 Dir of Public Planning

- M *Analysis Section*
 - Ethnic Analysis Unit
 - Scientology Analysis Unit
 - Info Pack Response Stat Unit
 - Best Seller Stat Unit
 - Congress Stat Unit
 - Ad Response Stat Unit
 - Lectures Stat Unit
 - Field Activities Stat Unit

- B *Planning Public Events Section*
 - Congress Planning Unit
 - Lecture Planning Unit
 - Tours Planning Unit
 - Public. Div Activities Unit
 - Local Events Unit
 - RJ Planning Unit

- B *Planning Pub Div Promo Section*
 - Info Packs Unit
 - Congress and RJ Unit
 - Public Courses Promotion Unit
 - Book Promotion Unit
 - Flyer and Poster Unit
 - Franchise and FSM Newsletters Unit

- B *Public Ad Section*

Book Magazine Ads Unit
Book Newspaper Ads Unit
TV Ads Unit
Radio Ads Unit
PE Lecture Ads Unit
Sunday Service Ads Unit

P *Printer Liaison Section*
F/P for Printing Unit
Printer Completions Unit

Dept 18

DEPARTMENT OF PUBLIC COMMUNICATION

0 Dir of Public Communication

M *Public Name Accumulation Section* Mailing List Accumulator Purchase Mailing List Unit PES Student Name Collecting Unit Franchise and Group Mailing List Collecting Unit Sunday Service Name Collecting Unit Test Centre Name Collecting Unit Public Courses Name Collecting Unit 3 Duplisticker Typist

B *Public Communication Stuffing Section*

Public Comm Stuffing I/C
Info Packs Unit
FSM and Franchise Starter Packs Unit
Info Packs to FSMs Unit
Info Packs to Franchises Unit
Group Packs Unit
Book Forms into Magazine Unit
Membership Application Forms into
Books and Mags Unit

B *Public Ad Placement Section*

TV Ad Placement Unit
Mag and Newspaper Ad Placement Unit
Radio Ad Placement Unit
Book Ad Placement Unit
Poster Placement Unit

P *Book Distribution Unit*

MIB Executive Unit Booksalesman Unit Book Fair Events Unit Book Distribution Unit Bookstore Liaison Unit

DIVISION SEVEN

PUBLIC ACTIVITIES DIVISION

0 PUBLIC ACTIVITIES SECRETARY

Dept 19

DEPARTMENT OF PUBLIC CONTACT

E) Dir of Public Contact

M *Public Activities Co-Ord Section*

Twice Yearly Congress Co-Ord Unit RJ Yearly Co-Ord Unit Public Events Co-Ord Unit

B *Public Congress Section*

Congress Manager
Congress Billing and Drilling Unit
One Year Pro-Congress Publicity Unit
3 Month Pre-Congress Publicity Unit
I Month Pre-Congress Publicity Unit
Congress Poster Placement Unit
Asst Congress Manager
Congress Ticket Selling Unit
Congress Hall Procurement Unit
Congress Booths and Displays Unit
Congress Seminar Unit
Congress Registrars and Cashiers Unit
Congress Book Selling Unit

- B** *Ron's Journal Section*
Ron's Journal Officer
60 Day Pre-RJ Publicity Unit
30 Day Pre-RJ Publicity Unit
RJ Hall Procurement Unit
RJ Booths and Display Unit
Weekly RJ Tape Play Unit

- P** *Public Lectures Section*
Lectures Managing Unit
3 Week and I Week Pre-Film Publicity Unit
Monthly Film Presentation Unit
Monthly Tape Selection Unit
3 Week and I Week Pre-Tape Publicity Unit
Monthly Tape Presentation Unit
Open Evening Unit

Dept 20

DEPARTMENT OF PUBLIC COURSES

- 0** Dir of Public Courses

- M** *Testing Section*
Test Issuance Unit
Test Routing Unit
Test Marking Unit
Test Evaluation Unit
Test Centres Co-Ord Unit

- B** *Public Courses Section*
Public Courses I/C
PE Lectures Unit
(PE Lecturer)
HAS Course Unit
(HAS Course Supervisor)
HQS Course Unit
(HQS Course Supervisor)
Anatomy of the Human Mind Course Unit
Extension Course Unit
Dissemination Course Unit
Children's Course Unit

- P** *Field Courses Section*
Scn Group Course Unit
Franchise Course Unit
Dn Counselling Group Unit
Gung Ho Group Post Training Unit
Basic Management Course Unit
Personal Aid Family Management Course Unit

Dept 21

DEPARTMENT OF SUCCESS

- a** Dir of Success

- M** *Success Interview Section*
Success Interviewer
Case Interviewer Unit
Student Interviewer Unit
2 Key Questions Unit

OK to Publish Forms
Photographer Unit

M *Success Compilation Section*
Case Success Unit
Industrial Success Unit
Sales Success Unit
Personal Success Unit

B *Success Validation Section*
Success Validation Section I/C
Validation Letter to Successful Public Figures Unit

- Letters to Scientologists Leaving the Org at Widening Intervals Unit
- B** *Success Publication Section*
 - Success Story Typist Unit
 - Success Book Compilation Unit
 - Success Book for Reception Unit
 - Success Boards I/C Unit
 - Success Cataloguing Unit
- P** *Chaplain's Section*
 - Chaplain
 - Chaplain's Court Arbiter
 - Chaplain Court Files
 - Church Ceremonies
 - Weekly Sunday Services Unit
 - Marriage Counselling Unit
 - Org Morale Unit

DIVISION FIGHT
DISTRIBUTION DIVISION
 0 DISTRIBUTION SECRETARY
 Dept 22

DEPARTMENT OF CLEARING

- 0** Director of Clearing
- M** *Field Membership Section*
 - Field Membership Issuance Unit
 - Membership Renewal Unit
 - Letter Writing Unit
 - Membership Renewal Issuance Unit
 - Card Files Unit
- B** *FSM Section*
 - FSM Officer
 - FSM Appointment Unit
 - FSM Dissemination Material Supply Unit
 - FSM Training Coordinator
 - FSM Payments Up to Date Unit
 - FSM Advice Letter Unit
 - FSM Award Unit
- B** *Group Coordinating Section*
 - Group Officer
 - Group Chartering Unit
 - Auditor Group Liaison Unit
 - Study Group Liaison Unit
 - Group Supplies Unit
 - Scientology Advisory Committees to Public Unit
- P** *Gung Ho Groups Section*
 - Public Programme Officer
 - Gung Ho Group Coordinator Unit
 - Gung Ho Group Registration Unit
 - Gung Ho Group Appointment Unit
 - Gung Ho Group Training Coordinator Unit
 - Gung Ho Group Awards Unit
 - Gung Ho Group Public Committees Unit

Dept 23

NOTE: The Franchise Sections in this Dept do not CONTROL local Franchises. They are to make new Franchises and ensure good relations with all local Franchises. Franchises are controlled by Franchise Officer WW.

DEPARTMENT OF EXPANSION

0 Director of Expansion

- M Franchise Expansion Section Promoting New Franchises Unit New Franchise Forming Unit Liaison to Franchise WW Unit
- B Franchise Development Section
 - Franchise Officer
 - Franchise Appointment Unit
 - Franchise Registration Unit
 - Franchise Training Coordinator Unit
- Franchise Relations Section
 - Franchise Newsletter Compilation Unit
 - Franchise Lectures Unit
 - Franchise Assistance Unit
 - Franchises Selections Unit
 - Franchise Award Unit
- B Dianetic Counselling Groups Section
 - Dianetic Counselling Group Appointment Unit
 - Dianetic Counselling Group Registration Unit
 - Dianetic Counselling Group Supply Unit
 - Dianetic Counselling Group Training Coordinator Unit
 - Dianetic Group Counselling Awards Unit
- P Special Programmes Section
 - Pilot Projects Unit
 - Personnel Appointment Unit
 - Liaison for Finance Allocation Unit
 - Pilot Projects Materials Unit

Dept 24

DEPARTMENT OF PUBLIC RELATIONS

- 0 Public Relations Officer
- PRO Event Research Section
 - Newspaper Clippings Unit
 - Radio Research Unit
 - TV Research Unit
 - Enemy Trend Watching Unit
- PRO Event Planning Section
 - Public Image Formation Unit
 - Public Image Story Targeting Unit
 - Planning Appearance Unit
 - PRO Activities Planning Unit
- B PRO Event Providing Section
 - Getting Important Contacts Unit
 - News Release Unit
 - PRO Publication Unit
 - Groups and Committee Alliance Unit
 - Getting Community into Action Unit
 - Press Conferences Unit
 - Radio and TV Appearances Unit
- B PRO Appearance Section
 - Public Reception Improving Unit
 - Telephone Reception Improving Unit
- P PRO Area Control Section
 - PRO Area Control Planning Unit

PRO Area Control Activities Unit
PRO Area Control Stabilization Unit

Lt. Cmdr. Diana Hubbard
CS-6
for
L. RON HUBBARD
Founder

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[Cancelled by HCOP/Ls 20 August 1970 Issue III, Division Six-The Public Relations Division, page 37, 20 August 1970 Issue II, Division Seven-The Public Services Division, page 43, and 20 August 1970 Issue II, Division Eight-The Public Sales Division, page 47.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 10 JUNE 1970
(Amends HCO PL 7 Feb 70 Issue 11)

Remimeo
Pub Divs

**PUBLIC DIVISIONS
AND TECH ADMIN RATIO**

As several Public Exec Secs in the US area are reported to have protested HCO Divs having I I persons when, for that size org (pg I of HCO PL 7 Feb 70 Issue II, Vol 1- 1), "the HCO ES has the lion's share of Admin. Personnel, W or I I of the 30 staff".

Actually "HCO Makes the Org" gave this only as an example, not a policy.

The new formation of the Public Divisions makes Div 6-Public Relations; Div 7-Public Service; Div 8-Public Sales.

This completely clarifies the picture of Tech:Admin Ratio.

It is obvious that people testing and lecturing and giving public courses in Div 7 are Tech Staff.

Thus these Divisions rate up a ratio of I PR (Div 6), 1 Service (Div 7), 1 Sales (Div 8) and are now their own 2:1 Tech Admin ratio independent of any other part of the org.

The second paragraph from the bottom of pg 1, Volume 1, mentions 4 for Public Divs. The 4th paragraph from the bottom mentions 10 or I I for HCO Divs.

If HCOs post a 9 division org with the 30 staff example, they get 4 more people in Divs 9, 1, 2, 3 if they independently post 2:1 Public Divs where for every I in Public Service they put I in Public Relations and I in Public Sales. FSMs of course don't count in this calculation.

If the Public Divs are now posted independently on 2:1 Admin-Tech the only caution is that their courses, group auditing, co-audits, HAS, HQS (Testing would be Free), must make a bit of money to cover the cost of the Supervisors and the quarters and materials. Otherwise, these services would become a drag. The services of the Public Div people in general are compensated by new org business generated.

If the Public Div people push org (Academy, HSDQ training much harder than they push personal auditing, the org would become very fat financially. If the Pub Divs are posted 2: 1 and they push personal individual auditing intensives to be given in HGC they would actually lower their own and staff member income.

So with the reservations that

1. Pub Div Service get enough income from public courses for supervisors of public courses or services, materials, handouts, and quarters and any advertising for these services and
2. Pub Divs (in lower orgs particularly) push Div IV Courses and the advantages of being really trained - it is all right for them to have their own 2: 1, letting the org have more Admin people.

The Public Divs can actually drive in mobs if they try and if they provide public services for such mobs with enough income to handle said mobs. Then enough students for Div IV will come out of the publicly serviced mob to make it very worthwhile for the org as a whole.

HCO does make the org. And in posting an independent Public Division ratio HCO must be sure that the provisions of this P/L are also met or the whole staff will become very unpaid and overstressed.

Any Public Div should be warned not to get too "clinic minded". Except on Power and Solo (who are after all Auditors of a sort) in SI-Is and AOs, too many pcs pushed in on Div IV can cost everyone in the org his shirt. Solvency lies in training. Not in processing. This point is the primary basic reason for "underpaid staffs". It will after all take many million auditors to clear this planet.

Lots of good reasons exist for people to be trained and get their processing from fellow students. The day of "Quicky Lower Grades" is dead. It takes dozens and dozens of hours to really run lower grades. The answer is "be a real auditor".

I hope this helps Pub Divs and the general solvency.

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L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 19 AUGUST 1970

Remimeo
Division 6 Sees
Division 8 Sees

(Amends HCO PL 20 Jan '69 Issue 11
"Public Division Gross Divisional Statistics")

**DIVISION 6 DIVISION 8
G D S**

The Gross Divisional Statistic for Division 6 and Division 8 are changed with the advent of the Public Registrar in Division 8, as follows:

Division 6 No. of New Names to Prospect Card Files

Division 8 No. of New Names to C/F.

The value of FSM Commissions Paid stat (former GDS of Div 8) will be the Dept star of Dept 22. It will continue to be reported by OIC and watched closely.

DEFINITIONS

New Name to CIF. A NEW NAME TO C/17 IS AN HAS GRADUATE OR SOMEONE WHO HAS BOUGHT A MAJOR SERVICE (from the Org concerned). this is as per HCO PI, 30 July 1970 "Important Registration Breakthrough".

New Name to Prospect Card Files: Is someone at the Org for the FIRST TIME who has done any of the following:

- (a) Bought a book
- (b) Attended an Intro Lecture
- (c) Attended a Public Event
- (d) Attended a Sunday Service
- (c) Received Testing Service
- (f) Bought a Public Service before graduating HAS or buying a Major Service from the Org,

A *new name* to Prospect Card Files can be anyone of the above categories PROVIDED he is not already in the Org's C/F, and PROVIDED he is not already in Prospect Card Files in Dept 24 of the Org.

Prospect Card Files, how they are filled in and get to Dept 24 are covered in HCO PI, 30 July 1970 "Important Registration Breakthrough".

THESE NEW GDSes WILL BE REPORTED STARTING THE FIFTEENTH OCTOBER 1970.

In first reporting these new GDSes, prominently mark it as the new stat on OIC lines and continue to report the GDSes as above.

CS-6/8
for
L. RON HUBBARD
Founder

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[Amended by HCO P/L 5 February 1971 Issue III, *FEBCExecutive Director Org GDSes*, in the 1971 Year Book; cancelled by HCO P/L 3 July 1971, *Registration Change-New Names to CIF Change*, page 227.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 AUGUST 1970
Issue III
(Cancels HCO P/L 21 Dec 69
"Revised New Public Divisions Org Board")

Remimeo All Div 6 Hats Staff Status II HCO Dept 3. Starrate

DIVISION SIX

THE PUBLIC RELATIONS DIVISION

Attached are the new Org Board for Division Six, Div Six Ideal Scenes and Statistics.

This forwards a new breakthrough in Public Divisions Organization making the three Divisions each with its own specialized product.

Division 6 - PR Area Control
and Public Promotion

Division 7 - Public Services

Division 8 - Public Sales

This new Public Divisions r"rganization must be studied to bring about maximum effectiveness and co-ordination.

CS-6 for L~ RON HUBBARD Founder

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[Amendedby HCOP/L 2 October 1970,Appearances-Clarification, page 53.1

DIVISION 6 - PUBLIC RELATIONS

Ideal Scene: The Org has established PR Control over its business contacts, local community, mass media and profession leaders, community groups, necessary VIPs and people who count who are now on our side, in our favour reaching for Dianetics and Scientology; with such alliances achieving safety for Dianetics and Scientology to expand in the area free of third party actions or enemy attack, past, present or future. In essence PR Area Control exists in the fullest sense of the term attained and maintained with regular PR activities, PR programmes and broad public promotion projecting a highly acceptable Image carefully aligned to what is publicly popular and needed and effective in bringing masses of people into the Org reaching for service.

Stat: *No. of New Names to Prospect Files.*

DEPARTMENT 16 - FACT FINDING AND RESEARCH

Awareness Level: Acceptability

Ideal Scene: Dept 16 accurately and routinely supplying reliable information, facts and evaluation/research findings pertaining to PR successful/unsuccessful policies and programmes, public trends, local and world events affecting or likely to affect Org operations, what is popular/unpopular and acceptable in local Sea, Dianetic and public circles, the publics we control and don't yet control, the Org's PR standing in its environment, Org promotional effectiveness, and to what degree the Org is being successful in satisfying its customers, to all staff, Execs and PR personnel, resulting in heightened awareness of PR and its importance so that contribution to PR and Org image is increased. The Department is also a consistently trustworthy advisor to executive levels and PR personnel with regard to all PR aspects of Org operations presenting factually compiled and researched PR briefs accompanied with timely proposed new policies and PR programmes as needed to the Execs and personnel they concern, resulting in further enhancement of PR Control and increased workability and effectiveness of Org promotion and PR activities.

Stat: *50 pis for every planned enhancing PR pgm or new policy accepted.*
20 pis for every fact finding or research venture useful to PR completed,
accepted and communicated to all concerned.
1 pt for every success story written and used, or library fact supplied to
staff.
Minus 10 pis for every Org or staff contra-PR act.

FACT LIBRARY SECTION

Ideal Scene: A useful and complete fact library that is orderly, up to date, and expanding is kept of Org history, morgue files, past survey, evaluation and research findings, PR programme and PR activity *rds, local and world events and public, Sen and Dn trends, in existence made easily accessible to all Org Execs, Staff and PR personnel.

Stat: *No. of useful facts supplied Org Execs and staff from the fact library.*
No. of items, materials and facts useful to PR and history added to the fact library.

SURVEYSSECTION

Ideal Scene: Surveys are efficiently, rapidly and accurately executed, the results of which are communicated to Org Execs, PR personnel and staff which bring about an increased effectiveness of Scn and Dn promotion, Org image and PR programmes.

Stat: *1 pt for every person surveyed plus 20 pis for every survey or PR fact finding venture completed.*

SUCCESS SECTION

Ideal Scene: The -success section is supremely alert as the last policing point of the Org for tech ensuring all customers are satisfied at the end of each Org service. Excellent categorized files of all success stories are kept and used in voluminous promotion and in displays around the Org. The success section validates consistently all local successful activities in Scientology, Dianetics and outside in the area.

Stat:

1. *No. of success stories written.*
2. *No. of successful activities validated.*
3. *No. of success stories used.*

NEW POLICIES AND PR PROGRAMMES SECTION

Ideal Scene: Accurate precise research and data compilation actions are carried forward resulting in exact, excellent, useful and *needed* new policies and/or PR programmes to bring about increased PR Area Control and effectiveness in Dn and Scn promotion for the Org which are accepted and utilized by the PR personnel, Execs and the staff concerned.

Stat:

- A. *1 pt for every hour of valid research done.*
- B. *20 pis for every factual PR brief compiled.*
- C. *50 pis for every PR programme or new policy accepted and utilized.*

PR BRIEFING SECTION

Ideal Scene: All staff regularly and thoroughly briefed on the aspects and meaning of PR, current PR activities and programmes and their role in helping increase the PR standing of the Org as staff members resulting in a heightened awareness in the Org of the importance of PR and its full use. Special PR briefings to Execs, PR personnel, tout members or any such specialists are given to further enhance PR actions, programmes and public events.

Stat: *1 pt for every useful PR briefing given each org staff, Execs and PR personnel, tout members and lecturers.*
Minus 30 pis for every Org or staff contra-PR act.
Definition contra-PR act: Discourtesy or mishandling of Org customers, bad appearance in any staff member or Org area, upsets caused the community or any part thereof by the Org or any individual staff member, ARC breaking any outside business contact or PR contact and any publicly non-acceptable activity or activities sponsored or enacted by the Org or individual staff member.

DEPARTMENT 17 - PR CONTROL

Awareness Level: Control

Ideal Scene: The PR Department is actively creating a popular image for the Org and Sen by acceptable interpretation of what Scn is, what our policies are and what the Org stands for through bold broad publicity, staged PR events, regular day to day PR actions, achieving excellent control and relations with all outside Org contacts, community contacts, opinion leaders, profession leaders, VIPs and mass media contacts; is constantly expanding this control with PR programmes effectively executed resulting in masses of publics reaching for Dianetics and Scientology in the area.

Stat:

- 5 pis for every item of good publicity in mass media, successful PR event staged or business or community contact in good relations.*
- 10 pts for every VIP or influential contact in good relations.*
- 20 pis for every new group alliance made or confirmed advantageous to PR in good relations or PR programme completed.*
- Minus 150 pis for every PR upset or item of bad publicity.*

PR PGM PRE TEST SECTION

Ideal. Scene: New untested programmes are rapidly and efficiently piloted to completion by competent PR personnel in such a way that pilot actions do not serve as a distraction to established PR programmes and activities or cause for any PR upset, following exactly the orders of each new programme being piloted so that it can be clearly ascertained by Dept 16 whether it is successful or unsuccessful.

Stat: 1 pt for every target completed.
20 pts for every major target completed.

PUBLICITY SECTION

Ideal Scene: Is a professional competent information service, putting out many effective, publicly acceptable, hard news releases, articles and PR statements to TV, press and radio which get used, handling expertly the demands of all mass media with

whom the Org has excellent relations, resulting in smooth control of all influential mass media contacts to whom the publicity section (or its PRO) is a stable terminal thus making it possible for lots of free good publicity for the Org, Dianetics and Scientology but impossible for any bad publicity.

Stat: 5 pts for every item of good publicity or publicity in the mass media.
Minus 150 pts for every item of bad publicity.

STAFF RELATIONS SECTION

Ideal Scene: Organization staff made to feel part of the team, well informed of their Org's plans and progress towards its goals and that they are contributing to this and in such a working atmosphere created, greater production, harmony and teamwork is resultant.

Stat: No. of informative Org news pieces posted or handed out to staff.
No. of staff attending weekly staff meetings or briefings

COMMUNITY RELATIONS SECTION

Ideal Scene: Gaining to the Org's side all community leaders, VIPs, groups and contacts by communicating and projecting a real and highly acceptable Org image, ensuring all business contacts are smoothly handled by participating in community affairs to the enhancement of Scientology's image and to effect by these means PR Area Control in the community. The Org's control over the community will lead and is leading to a Sane Society and an OT civilization.

Stat: 5 pts for every community leader, business contact and profession leader in good relations.
10 pts for every consecutive community activity, organized and completed.
20 pts for every community group in control and on our side contacted in week.
Minus 150 pts for every attack.

SPECIAL PR PROGRAMMES EXECUTION SECTION

Ideal Scene: Special PR programmes as differentiated from routine PR actions, are planned by Dept 16, billed, drilled and superbly executed with specific PR targets and achievements done within the expected period of time to bring about the maximum desired effect upon the publics they concern, expanding PR Area Control.

Special PR programmes examples:

1. An education programme to introduce to all local schools and universities Scientology study techniques.
2. A racial programme to bar racial prejudices and misunderstandings through the use of **Scientology techniques to increase understanding of life and people for coloured people.**

3. A hospital programme to introduce Dianetic techniques to all local hospitals and clinics to increase the health and welfare of the local population.
4. A Religious programme to bring unity and co-operation among local churches to help society.
5. A Drug abuse programme to help the Drug problem in society with Dianetic techniques co-ordinating all interested groups and clinics.

*Stat.. 1 pt for every target completed.
20 pts for every major target completed.*

DEPARTMENT 18 - PUBLIC COMMUNICATIONS

Awareness Level: Propagation

Ideal Scene: Vast volumes of broad sweepingly effective public promotion going out in a steadily increasing flow to masses and masses of public individuals bringing about floods of response and people into Division 7 reaching for Dianetics and Scientology.

Stat: No. of public promotional particles distributed or mailed.

AD YER TISTNG SECTION

Ideal Scene: Effective, reaching advertising of **BOOKS**, intro lectures and testing through frequent and regular placement of advertisements in newspapers, magazines and other mass media resulting in large public response for Scientology books, Dianetic books and Public Division services (testing and introductory lectures).

*Stat: No. of ads placed in newspapers, mags or other mass media.
No. of people coming into the Org as result of an advertisement.*

INFO PACK SECTION

Ideal Scene: Large response producing Info Packs, promoting Dianetic and Scientology books sent in large quantities to suitable purchased public mailing lists in a series of three at two week intervals. Each Info Pack containing the precise and exact message designed for the category to which it is mailed.

*Stat: No. of Info Packs mailed.
No. of book orders made from these Info Packs.*

PROMOTION SECTION

Ideal Scene: A voluminous steadily increasing flow through hand distribution and mail of effective intro lecture, testing, congress and public event promotion for a sufficient period of time and in sufficient quantity to ensure excellent attendance.

*Stat: No. of public promotional particles distributed or mailed from the
Promotion Section.*

DIVISION 6

PUBLIC RELATIONS DIVISION

Acceptability
Dept 16
**FACT FINDING
& RESEARCH**

Control
Dept 17
PR CONTROL

Propagation
Dept 18
PUBLIC COMMUNICATION

FACT LIBRARY SECTION

Org History Unit
Morgue Files Unit
 Current Events &
 Trends Files
 Sub Unit
Survey, Evaluation &
Research Results Files
Unit
Org PR Policies Library
Unit
PR Programme Records
unit

SURVEYS SECTION

Fact Finding Surveys
Unit
 Popularity Surveys
 Sub Unit
 Opinion Surveys
 Sub Unit
Promotion Response
Analysis Unit
Customer Complaints Unit
Publics Classification
Unit

SUCCESS SECTION

Success Interview Unit
Success Story Files Unit
 Success Categorization
 Sub Unit
Validation Unit
Promotion & PR Liaison
Unit
Liaison to Qual Unit

**NEW POLICIES AND PR
PROGRAMMES SECTION**

Compilations & Research
Unit
Programme Result Eval
Unit
PR Ideas Unit
New Policy Origination
Unit
Programme Planning Unit
Programme Issuance Unit

PR BRIEFING SECTION
Management Advisory Unit

PR PGM PRE TEST SECTION

Pilot Personnel
Assignment Unit
Pilot Activities Unit
Pilot Debrief Unit
Data Liaison to Dept
16 Unit

PUBLICITY SECTION

Mass Media contact

Relations Unit
 Contact Card File
 Sub Unit
Mass Media Info Service
Unit
Press Releases Unit
 Press Conferences
 Sub Unit
Magazine Features
Sub Unit
TV Publicity Unit
Radio News Releases Unit

STAFF RELATIONS SECTION

Staff News Unit
 New Staff Org Guide
 Handouts Sub Unit
 Staff Info Handouts
 Sub Unit
 Staff News Bulletins
 Sub Unit
Staff Social Events Unit
Staff Suggestions/Ideas
Unit
Staff Validations Unit

COMMUNITY CONTROL SECTION

Community Info Service Unit

 Publicity Sect Liaison Sub Unit
Community Social Events Unit
 House Tours Sub Unit
Gung Ho Groups Unit
OT Civilizations Unit
 Contact Card File Sub Unit
 Community Org Participation Sub Unit
ARC Bk Reg Liaison Unit

**SPECIAL PR PROGRAMME
EXECUTION SECTION**

S Pgm Handout Writing & Promo Unit
S Pgm Personnel Assignment Unit

ADVERTISING SECTION

(Newspaper, Mag, TV
and Radio)
Advert Design Unit
 Writing Sub Unit
 Artist Sub Unit
 Layout Sub Unit
Ad Placement Unit
Publicity Section -
Liaison Unit
Ad Response Analysis
Unit

INFO PACK SECTION

Info Pack Compilation
Unit
Div 2 Printing Liaison
Unit
Mailing List Purchasing
Unit
Info Pack Stuffing Unit

PROMOTION SECTION

Promotion Design Unit
 Writing Sub Unit
 Artist Sub Unit
 Layout Sub Unit
Div 2 Printing Liaison
Unit
Promotion Mail and
Distribution Unit
 Intro Lecture/Testing
 Handouts Sub Unit
 Posters Sub Unit
 Congress & Special
 Event Flyers &
 Handouts Sub Unit
Ticket Distribution
Sub Unit
Staff/FSM Distribution
Volunteers Unit

PR Personnel Briefing
Unit
Staff Briefing Unit
Lecturer Briefing Unit
Tour & Event Briefing
Unit

S Pgni Personnel Drilling Sub Unit
S Pgm Activities Unit
VIP Contacts Sub Unit
Special PR Events Staging Sub Unit
PR Gimmick Stunt Staging Sub Unit
ARC Bk Reg Liaison Sub Unit
S Pgm Debrief Unit
Data Liaison to Dept 16 Unit

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 AUGUST 1970
Issue 11
(Cancels HCO P/L 21 Dec 69
"Revised New Public Divisions Org Board")

Remimeo All Div 7 Hats Staff Status II HCO Dept 3 Starrate

DIVISION SEVEN
THE PUBLIC SERVICES DIVISION

Attached are the new Org Board for DIVISION SEVEN, Div 7 Ideal Scenes and Statistics.

This forwards a new breakthrough in Public Divisions organization making the three divisions each with its own specialized product.

Division 6 - , PR Area Control and Public Promotion

Division 7 - Public Services

Division 8 - Public Sales

This new Public Divisions re-organization must be studied to bring about maximum effectiveness and co-ordination.

CS-7 for L. RON HUBBARD Founder

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[Revised by HCO P/L 2 October 1970, Clarification of Divisions 7 and 8 Statistics, page 54.1

PUBLIC SERVICES DIVISION - DIVISION 7

Ideal Scene: Lots of well attended public events which generate high interest and result in numerous enrolments, and excellent basic services which effectively and rapidly demonstrate Dianetics and Scientology and the results which can be achieved therefrom and produce large quantities of new people in increasing numbers who are well introduced to Scientology and want higher training and processing.

Stats: Dual (a) *Number of people routed from or at a public event to a Registrar. (Includes Public Reg, Body Reg and ARC Brk Reg.)*
(b) Number of basic courses and basic processing completions.

DEPARTMENT 19 - PUBLIC EVENTS

Awareness Level - Decision

Ideal Scene: Lots of well run public events which are attended by volumes of people in increasing numbers, and which create and generate high interest resulting in numerous enrollments for training and processing.

Stat: *Total number of public events and Sunday Service attendees routed to a Registrar.*

EVENTS PLANNING AND PREPARATION SECTION

Ideal Scene: Lots of excellent public events fully scheduled with the years's schedule published to staff 12 months in advance, comprehensively planned and programmed and preparations well underway 6 months in advance and all preparations completed and staff billed, trained and drilled in advance so that the event may be excellently, professionally and effectively executed with precision and no flaps.

Stat: *Number of points for events properly planned and prepared for:*
Congresses: 30
Dn Conferences: 25
Goodwill Tours: 20
Lectures to Groups: 5
Film and Tape Plays: 5
Open House: 5
Other events: 5

EVENTS EXECUTION SECTION

Ideal Scene: Lots of public events excellently,, professionally and effectively executed so that tremendous interest and enthusiasm is generated, more and more people attend one event to the next, and which brings about high and increasing numbers of enrollments for training and processing.

Stat: *Number of public event attendees.*

CHAPLAIN'S SECTION

Ideal Scene: Excellent Chaplain's services being delivered and easy to get with org morale high, all civil disputes rapidly and equably settled and an excellent weekly Sunday Service which generates high interest, manifested by increasing size of its congregation, and increasing enrollments in org services of training and processing.

Stat: *Number of Sunday Service attendees.*

ROUTING TO REGISTRAR SECTION

Ideal Scene: Body Routers discovering realities about and establishing realities with public event and Sunday Services attendees and establishing excellent two way comm with lots of attendees who are then WITHOUT ANY DROP IN ARC routed to a Registrar so they may be enrolled in their next service of a Basic Course or training or processing.

Stat: *Number of public events or Sunday Service attendees routed to a Registrar (Public, Dissem or ARCBreakReg).*

DEPARTMENT 20 - PUBLIC CONTACT

Awareness Level - Rehabilitation

Ideal Scene: Excellent and professionally presented introductory lectures and public testing and evaluations from which a high volume of new people sign up for service with the number increasing weekly.

Stat: *Number of new people routed to the Public Registrar.*

INTRODUCTORY LECTURES SECTION

Ideal Scene: Excellent, precise and professionally presented Introductory Lectures (may include the showing of a basic Scientology and Dianetic introductory film) which communicate some of the most basic realities of Scientology and Dianetics and generate high interest in Scientology and Dianetics and which through word of mouth promotion bring about increasing numbers of attendees.

Stat: *Number of new persons attending Introductory Lectures.*

TESTING SECTION

Ideal Scene: . Highly professional and super-efficient administration and evaluation of Tests which is done so smoothly and well that a very high proportion enrol for a service and increasing numbers of persons come in for testing.

Stat: *Number of new persons tested and evaluated.*

ROUTING TO PUBLIC REGISTRAR SECTION

Ideal Scene: All persons completing the Introductory Lecture or their Test Evaluation smoothly and with good control but high ARC routed to the Public Registrar for enrollment in a service, Prospect Cards and test files being fully utilized to gain reality on the person, and being delivered with or before the person to the Public Registrar.

Stat: *Number of new persons routed to the Public Registrar.*

DEPARTMENT 21 - PUBLIC COURSES

Awareness Level - Participation

Ideal Scene: Volumes of people in increasing numbers well serviced with basic courses and processing which effectively and rapidly demonstrate Dianetics and Scientology and the results which can be achieved therefrom so that they are well introduced to Dianetics and Scientology, and want and are enrolling for training or processing within two weeks of their arrival in Division 7.

Stat: *Number of basic courses and basic processing completions.*

BASIC COURSES AND PROCESSING ADMINISTRATION SECTION

Ideal Scene: All admin functions of the Public Courses Dept fully taken care of and admin on every person currently in this. Dept complete, accurate and up to date at all times so that maximum assistance may be rendered to supervisors and auditors, and all admin liaison actions with other parts of the org on each student promptly executed.

Stat: *Number of basic services enrollees on whom accurate and up to date admin is done, including admin liaison actions with other parts of the Org.*

BASIC COURSES SECTION

Ideal Scene: Standard basic courses competently and effectively given with schedules strictly adhered to, Supervisor's Tech fully applied, and Tech in so that students rapidly obtain a high reality on some basics of Dianetics and Scientology and on the value of real Academy training as well as personal improvement so that they complete the course eager to enrol in higher services, preferably Academy training.

Stats: *Dual (a) Number of basic courses completions.*

W *Number of people off a basic course who enrol in a major Org service.*

BASIC PROCESSING SECTION

Ideal Scene: Lots of intro auditing sessions, group processing and/or co-auditing competently and effectively delivered with totally standard Tech so that a personal case gain is rapidly obtained with the person knowing that the source of this is Dianetics and Scientology and so that he wants more Dianetics and Scientology and is eager to enrol for training and/or processing.

Stats: Dual (a) Number of basic processing completions.

(b) Number of basic processing completions who enrol for a major Org service.

**DIVISION 7
PUBLIC SERVICES DIVISION**

Decision	Rehabilitation	Participation
Dep't 19 PUBLIC EVENTS	Dept 20 PUBLIC CONTACT	Dep't 21 PUBLIC COURSES
EVENTS PLANNING AND PREPARATION SECTION	INTRODUCTORY LECTURES SECTION	BASIC COURSES AND PROCESSING ADMIN SECTION
Scheduling Unit	Lecturer Unit	Roll Call Unit
Personnel Unit	Introductory Film Unit	Progress Board Unit
Programme Unit	(PE Course Lecturer Unit)	Materials Issuance Unit
Space Allocation Unit	TESTING SECTION	
Booths & Displays Sub Unit		
Audio Visual Unit	Routine Testing Unit	BASIC COURSES SECTION
Stage & Lighting Sub Unit	Tests After Lectures Unit	HAS Course Unit
	Test Marking Unit	HQS Course Unit
	Test Evaluation Unit	Extension Course Unit
EVENTS EXECUTION SECTION	ROUTING TO PUBLIC REGISTRAR SECTION	BASIC PROCESSING SECTION
Congress Unit	Attendee Cards Unit	Introductory Auditing Session Unit
Dianctic Conferences Sub Unit	Dist & Collection Sub Unit	Group Processing Unit
Open House Unit	Sorting Sub Unit	Co-Audit Unit
Film & Tape Plays Unit	Body Routers Unit	
Goodwill Tours Unit	ARC Break Liaison	
Lectures to Groups Sub Unit		
Auditors Assn Events Unit		
Auditors Night Sub Unit		
CHAPLAIN'S SECTION		
Chaplain		
Chaplain's Court Unit		
Chaplain's Court Arbiter		
Chaplain's Court Files		
Church Services Unit		
Church Ceremonies Sub Unit		
Weekly Sunday Services Sub Unit		
Morale Unit		
Marriage Counselling Sub Unit		
Org Morale Sub Unit		
	ROUTING TO REGISTRAR SECTION	
Attendee-Cards Unit		
Dist & Collection Sub Unit		
Sorting Sub Unit		
Body Routers Unit		
ARC Break Liaison		

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HCO POLICY LETTER OF 20 AUGUST 1970
Issue 11
(Cancels HCO P/L 21 Dec 69
"Revised New Public Divisions Org Board")

Remirneo All Division 8 Hats Staff Status 11 HCO Dept 3 Starrate

**DIVISION EIGHT
THE PUBLIC SALES DIVISION**

Attached are the new Org Board for Division Eight, Div 8 Ideal Scenes and Statistics.

This forwards a new breakthrough in Public Divisions organization making the three Divisions each with its own specialized product.

Division 6	PR Area Control and Public Promotion
Division 7	Public Services
Division 8	Public Sales.

This new Public Divisions re-organization must be studied to bring about maximum effectiveness and co-ordination.

CS-8 for L. RON HUBBARD Founder

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[Revised by HCO P/ L 2 October 1970, *Clarification of Divisions 7 and 8 Statistics*, page 54.1

DIVISION 8 - PUBLIC SALES DIVISION

Ideal Scene: Has internally a Public Registrar, fast and efficiently signing up a great inflow of public bodies for public courses, channeling them to their first major service, and has externally through good briefing, training goodwill and helpfulness, a smooth operating mass sales force in the form of active FSMs, groups and franchises who are in communication, selecting lots of public into the Org for Dianetic and Scientology services, who are getting each selectee actually enrolled, and selling books by the ton. Its field is vast and expanding to ever increase the large number of higher services sold.

Stat: GDS No. of new names to CF.

DEPARTMENT 22 - FSM SALES

Awareness Level: Purpose

DIRECTOR OF CLEARING

Ideal Scene: Hundreds of FSMs in the Org's field have formed a strong sales network, which is successfully active, selecting lots of people for Org Scientology and Dianetic services, getting each selectee to actually enrol, selling Dianetic and Scientology books in volume and responding to support all Org sales programs.

Stat: Value of FSM commissions paid.

FSM RECRUITMENT SECTION

Ideal Scene: Voluminous FSM recruitment going forward with speed and efficiency, and FSMs being correctly appointed, trained, briefed and supplied.

Stat: No. of FSMs recruited.
No. of FSM supply items mailed.

FSM ACTIVITIES SECTION

Ideal Scene: FSMs are competently handled and supervised as successful mass sales force, being kept in communication and activity, resulting in hundreds of selections to the Org and hundreds of Scientologists and Dianeticists continuing on their route to total freedom.

Stat: 1. No. of letters and bulk mail to FSMs.
2. No. of FSMs heard from in week.
3. No. of valid selections made.

BOOK SALES SECTION

Ideal Scene: Scientology and Dianetic books sold in thousands by FSMs to the public, to bookstores and by broad distribution through local distributors.

Stat: No. of books sold by FSMs, to bookstores and through distributors.

FSM AWARDS SECTION

Ideal Scene: Upstat deserving FSMs are validated to the encouragement of further activity by publishing regular award programs, policing commission payments so that no delay in Div III occurs and awarding beautiful permanent certificates on time to all FSMs who have proven themselves in their first provisional year.

Stat: No. commissions paid on time, certs awarded and program awards actually received that week.

DEPARTMENT 23 - FIELD SALES , Awareness Level: Expansion

Ideal Scene: An org field filled with many successful Scientology and Dianctic groups and franchises from which a continuous flow of selectees and business is received in a spirit of goodwill, co-operation and teamwork.

- Stat:*
- 1. No. of groups and franchises in the field.*
 - 2. No. of selections to the org by orgs, groups and franchises.*

GROUPSSECTION

Ideal Scene: Many successful Scientology and Dianetic groups are active in the field channeling lots of people into the org while new groups are being established as a continuing action,

- Stat:*
- No. of Scientology and Dianetic groups active in the field.*
 - No. of mailings sent to them.*

FRANCHISE SECTION

Ideal Scene: There is a growing number of successful, active Scientology franchises established in the field, in comm, supplied and trained by the org, as necessary to success.

- Stat:*
- No. of franchises active in the field.*
 - No. of items sent to them including letters.*

FIELD RELATIONS SECTION

Ideal Scene: A high spirit of goodwill and teamwork exists between the org and its groups and franchises through org goodwill actions, promotion, help, communication, understanding and validation resulting in continuously bettered co-operation and selections to the org.

- Stat:*
- No. selections to the org by groups and franchises.*
 - No. of groups and franchises heard from in week.*

AUDITORS ASSOCIATION REGISTRATION SECTION

Ideal Scene: Through promotion, publicity, correspondence and administrative conduct the Auditors Association Registrar has established and is projecting a popular, professional image of the Auditors Association which is rapidly expanding in membership and well known throughout the community for its goodwill and helpfulness; all Association files, records, minutes, membership lists are up to date in a safe, accessible location available for easy reference and use.

- Stat:*
- 1. Total Assn promo pieces and publicity items out in week.*
 - 2. No. of new Assn members in week.*
 - 3. No. of Assn files up to date and correctly filed.*

AUDITORS ASSOCIATION SECTION

Ideal Scene: The Auditors Association Secretary has all Field Auditors and Auditors united as members of the Org's Auditors Association who are well informed, in communication and effectively co-ordinated as a working team in the spirit of goodwill and co-operation, each member actively auditing, selecting and assisting the Org to further strengthen and expand a strong 3rd Dynamic in the community which is progressing across the bridge to Total Freedom.

- Stat:*
- 1. No. of Field Auditors who audited, selected, did something worth while for the Org or heard from in week*
 - 2. No. of attendees to weekly Auditors Association meetings.*
 - 3. No. of training sign-ups at the Auditors Association meeting.*

DIVISION 8

PUBLIC SALES DIVISION

Purpose Dept 22 DEPT OF FSM SALES	Expansion Dept 23 DEPr OF FIELD SALES	Realization Dept 24 DEPT OF PUBLIC REGISTRATION
DIR OF CLEARING FSM RECRUITMENT SECTION FSM Appointment Unit FSM Training Unit FSM Supplies Unit	DIR OF FIELD SALES GROUPS SECTION Groups Recruitment Unit Groups Registration Unit Groups Training Unit Groups Supplies Unit	PUBLIC REGISTRAR PROSPECT CARD FILES SECTION Prospect Card Collection Unit Prospect Card Filing Unit NN Transfer Unit
FSM ACTIVITIES SECTION FSM Promotion Unit FSM Events Unit FSM Special Projects Unit FSM Selections Unit ARC Bk Reg Liaison Unit	FRANCHISE SECTION Franchise Recruitment Unit Franchise Training Unit Franchise Supplies Unit	PROSPECT PROMOTION SECTION Three Duplisticker Unit Special Info Pack Mailings Unit Liaison to Dept 18 for Stocks Sub Unit Correspondence Unit FSM Sales Liaison Unit Selectee Advice Mailings Unit
BOOK SECTION B/Sales Training Unit Book Selling Unit Bookstore Liaison Unit Book Distribution Unit	FIELD RELATIONS SECTION Org Promotion Unit Field Communication Unit ARC Bk Reg Liaison Unit Goodwill Activities Unit	PUBLIC REGISTRATION SECTION Asst Public Regs Unit Telephone Unit Div VII Liaison Unit
FSM AWARDS SECTION Award Program Unit Commission Policing Unit	AUDITORS ASSOCIATION REGISTRATION SECTION Auditors Association Registrar Assn Application Unit Membership Cards Unit Assn Promotion Unit Flyer Maflings Sub Unit Advice Letters Sub Unit Press Releases Sub Unit Assn Correspondence Unit Assn Minutes & Records Unit	
	AUDITORS ASSOCIATION SECTION Auditors Assn Secretary Assn Meetings Unit Higher Training Enrolment Sub Unit Assn Activities Unit Plans Sub Unit Projects Assignment Sub Unit Coordination Sub Unit Completions Sub Unit ARC Bk Liaison Unit	

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HCO POLICY LETTER OF 28 AUGUST 1970

Remimeo
Class IV Orgs
Auditors Assn
 See Hat
Auditors Assn
 Reg Hat
Dist See
PES

AUDITORS ASSOCIATION

The following is the Org Board, Ideal Scenes and Statistics for the Auditors Association implemented by LRH ED 120 INT "Auditors Association Project".

(For Class IV Orgs)

Last two sections of Dept 23 Division 8 -

Auditors Association Registration Section

Auditors Association Registrar
Assn Application Unit
Membership Cards Unit
Assn Promotion Unit
 Flyer Mailings Sub Unit
 Advice Letters Sub Unit
 Press Releases Sub Unit
Assn Correspondence Unit
Assn Minutes & Records Unit

Auditors Association Section

Auditors Association Secretary
Assn Meetings Unit
 Higher Training Enrollment Sub Unit
Assn Activities Unit
 Plans Sub Unit
 Projects Assignment Sub Unit
 Co-ordination Sub Unit
 Completions Sub Unit
ARC Break Reg Liaison Unit

Auditors Association Registration Section -

Ideal Scene: Through promotion, publicity, correspondence and administrative conduct the Auditors Association Registrar has established and is projecting a popular, professional image of the Auditors Association which is rapidly expanding in membership and well known throughout the community for its goodwill and helpfulness; all Association files, records, minutes, membership lists are up to date in a safe accessible location readily available for easy reference and use.

Stat:

- 1. Total Assn promo pieces and publicity items out in week.*
- 2. No. of new Assn members in week.*
- 3. No. of Assn files up to date and correctly filed.*

Auditors Association Section -

Ideal Scene: The Auditors Association Secretary has all Field Auditors and Auditors united as members of the Org's Auditors Association who are well informed, in communication and effectively co-ordinated as a working team in the spirit of goodwill and co-operation, each member actively auditing, selecting and assisting the Org to further strengthen and expand a strong 3rd Dynamic in the community which is progressing across the bridge to Total Freedom.

- Stat:*
- 1. No. of Field Auditors who audited, selected, did something worth while for the Org or heard from in week.*
 - 2. No. of attendees to weekly Auditors Association Meetings.*
 - 3. No. of training sign-ups at the Auditors Association meeting.*

CS-8
for

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L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 2 OCTOBER 1970
(Amends: HCO P/L 20 August 70 Issue III Div 6
HCO P/L I I Dec 69 Appearances in Public Divs)

Reutimeo
All Div 6 Hats
Staff Status 11
Starrate

APPEARANCES

CLARIFICATION

Appearances is a duty of the PR Briefing Section Dept 16, Division 6. It is reflected in the stat stated in HCO P/L 20 August '70.

The PR Briefing Section is amended as follows:

PR BRIEFING SECTION

Management Advisory Unit PR Personnel Briefing Unit Staff Briefing Unit
Lecture/Tour/Event Briefing Unit Org Appearances Unit.

CS-6 for

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HCO POLICY LETTER OF 2 OCTOBER 1970

Remimeo
All Divs 7 & 8
Hats
Staff Status 11
HCO Dept 3
Starrate

(Revises HCO PL 20 August 1970 "Division Seven
The Public Services Division" and HCO PL 20 August
1970 "Division Eight-The Public Sales Division")

**CLARIFICATION OF DIVISIONS 7 and 8
STATISTICS**

DIVISION 7

The Division 7 GDSes are amended to:-

Dual (a) *Number of people routed from a public event, Introductory lecture or Testing to a Registrar. (Includes Public Reg, Body Reg and ARC Brk Reg.)*

(b) *Number of basic courses and basic processing completions.*

The DEPARTMENT 20 - PUBLIC CONTACT stat is amended to:-

Number of new people routed from Intro Lecture or Testing to the Public Registrar.

The ROUTING TO PUBLIC REGISTRAR SECTION (Dept 20) stat is amended to:-

Number of new persons routed from Intro Lecture or Testing to the Public Registrar.

DIVISION 8

The GROUPS SECTION (Dept 23) stats are amended to:-

Dual (a) *Number of Scientology and Dianetic groups active in the field.*

(b) *Number of items sent to them including letters.*

The PUBLIC REGISTRATION SECTION (Dept 24) stats are amended to:-

Dual (a) *Number of people signed up for their first major service. (These are included in the new names to CF GDS of Division 8.)*

(b) *Number of people enrolled in a basic service.*

CS-6 and CS-7/8
for

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L. RON HUBBARD
Founder

[Amended by HCO P/L 5 February 1971 Issue III, FEBCExecutiveDirectorOrg GDSes, in the 1971 Year Book; cancelled by HCO P/L 3 July 1971, Registration *Change-New Names* to CIF Change, page 227.1

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HCO POLICY LETTER OF 18 OCTOBER 1970

Rernimeo All Public Div Hats in Lower Level Orgs, SH Orgs and AOs OEC Checksheet PR Course Chsht

PUBLIC DIVISIONS ORG BOARD

Reference: HCO P/L 20 Aug 70 "Division Six -
The Public Relations Division"
HCO P/L 20 Aug 70 "Division Seven -
The Public Services Division"
HCO P/L 20 Aug 70 "Division Eight -
The Public Sales Division"

This Policy Letter gives the current Public Divisions Org Board. This Org Bd differs from that contained in the above referenced HCO P/Ls. in that additional Sections and Units applying to SH Orgs. and Advanced Orgs have been included. Post titles are also shown.

This Org. Bd covers now all Service Orgs, applying as marked to the Lower Level Orgs, SH Orgs and AOs.

A further Policy Letter will be issued showing everything that was ever issued on a Division 6 or Public Divisions Org Bd from its first formation to present time.

CS-6, CS-7/8 for L. RON HUBBARD Founder

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[Modified by HCO PIL 3 July 1971, Registration Change-New Names to CIF Change, page 227.1

**DIVISION 6
PUBLIC RELATIONS DIVISION**

PUBLIC RELATIONS SECRETARY

Acceptability	Control	Propagation
Dept 16	Dept 17	Dept 18
FACT FINDING & RESEARCH	PR CONTROL	PUBLIC COMMUNICATION
DIR OF FACT FINDING AND RESEARCH	DIR OF PR CONTROL	DIR OF PUBLIC COMMUNICATION
FACT LIBRARY SECTION	PR PGM PRE TEST SECTION	ADVERTISING SECTION
FACT LIBRARY OFFICER	PR PGM PRE TEST OFFICER	ADVERTISING OFFICER
Org History Unit	Pilot Personnel Assignment Unit	(Newspaper, Mag, TV and Radio)
Org History IIC	Pilot Personnel Assignment I/C	
Morgue Files Unit	Pilot Activities Unit	Advert Design Unit
Morgue Files I/C	Pilot Activities I/C	Advert Design I/C
Current Events & Trends Files Sub-Unit	Pilot Debrief Unit	Writing Sub-Unit
Current Events & Trends Files I/C	Pilot Debrief I/C	Writing I/C
Survey, Evaluation & Research Results Files Unit	Data Liaison to Dept 16 Unit	Artist Sub-Unit
Survey, Evaluation & Research Results Files I/C	Data Liaison to Dept 16 I/C	Artist I/C
Org PR Policies Library Unit	PUBLICITY SECTION	Layout Sub-Unit
Org PR Policies Library I/C	PUBLICITY OFFICER	Layout I/C
PR Programme Records Unit	(Public Name-Public Relations Officer)	Ad Placement Unit
PR Pgm Records I/C	Mass Media Contact Relations Unit	Ad Placement IIC
SURVEYS SECTION	Mass Media Contact Relations I/C	Publicity Section Liaison Unit
SURVEYS OFFICER	Contact Card File Sub-Unit	Publicity Section Liaison I/C
Fact Finding Surveys Unit	Contact Card File I/C	Ad Response Analysis Unit
Fact Finding Surveys I/C	Mass Media Info Service Unit	Ad Response Analysis I/C
Popularity Surveys Sub-Unit	Mass Media Info Service I/C	
Popularity Surveys IIC	Press Releases Unit	INFO PACK SECTION
Opinion Surveys Sub-Unit	Press Releases I/C	INFO PACK OFFICER
Opinion Surveys I/C	Press Conferences Sub-Unit	Info Pack Compilation Unit
Promotion Response Analysis Unit	Press Conferences I/C	Info Pack Compilation I/C
Promotion Response Analysis I/C	Magazines Features Sub-Unit	Div 2 Printing Liaison Unit
Customer Complaints Unit	Magazines Features I/C	Div 2 Printing Liaison I/C
Customer Complaints I/C	TV Publicity Unit	Mailing List Purchasing Unit (Lower Orgs Only)
Publics Classification Unit	TV Publicity I/C	Mailing List Purchasing I/C
Publics Classification I/C	Radio News Releases Unit	Info Pack Stuffing Unit
SUCCESS SECTION	Radio News Releases I/C	Info Pack Stuffing I/C
SUCCESS OFFICER	STAFF RELATIONS SECTION	IWGCC Info Pack Stocks Unit (AOs Only)
Success Interview Unit	STAFF RELATIONS OFFICER	IWGCC Info Pack Stocks I/C
	Staff News Unit	PROMOTION SECTION
	Staff News I/C	PROMOTION OFFICER
	New Staff Org Guide	Promotion Design Unit
	Handouts Sub-Unit	Promotion Design I/C
		Writing Sub-Unit
		Writing I/C

Success Interview I/C	New Staff Org Guide	Artist Sub-Unit
Success Story Files Unit	Handouts I/C	Artist I/C
Success Story Files I/C	Staff Info Handouts Sub-Unit	Layout Sub-Unit
Success Categorization	Staff Info Handouts I/C	Layoutl/C
Sub-Unit	Staff News Bulletins Sub-Unit	Div 2 Printing Liaison Unit
Success Categorization I/C	Staff News Bulletins I/C	Div 2 Printing Liaison I/C
Validation Unit	Staff Social Events Unit	Promotion Mail and
Validation 11C	Staff Social Events IIC	Distribution Unit
Promotion & PR Liaison Unit	Staff Suggestions/ideas Unit	Promotion Mail and
Promotion & PR Liaison I/C	Staff Suggestions/Ideas I/C	Distribution I/C
Liaison to Qual Unit	Staff Validations Unit	Intro Lecture/Testing
Liaison to Qual I/C	Staff Validations IIC	Handouts Sub-Unit

NEW POLICIES AND PR PROGRAMMES SECTION

PR PROGRAMME PLANNING OFFICER

Compilations & Research Unit
Compilations & Research I/C
Programme Result Eval Unit
Programme Result Eval I/C
PR Ideas Unit
PR Ideas I/C
New Policy Origination Unit
New Policy Origination I/C
Programme Planning Unit
Programme Planning I/C
Programme Issuance Unit
Programme Issuance IIC

PR BRIEFING SECTION

PR BRIEFING OFFICER

Management Advisory Unit
Management Advisory I/C
PR Personnel Briefing Unit
PR Personnel Briefing I/C
Staff Briefing Unit
Staff Briefing I/C
Lecturer, Tour & Event Briefing Unit
Lecturer, Tour & Event Briefer I/C
Org Appearance Unit
Org Appearance IIC

COMMUNITY CONTROL SECTION

COMMUNITY CONTROL OFFICER

(Public Name-Public Relations Officer)

Community Info Service Unit
Community Info Service I/C
Publicity Sect Liaison Sub-Unit
Publicity Sect Liaison I/C
Community Social Events Unit
Community Social Events I/C
House Tours Sub-Unit
House Tours I/C
Gung-Ho Groups Unit
Gung-Ho Groups I/C
OT Civilization Unit
OT Civilization I/C
Contact Card File Sub-Unit
Contact Card Files I/C
Community Org Participation Sub-Unit
Community Org Participation I/C
ARC Bk Reg Liaison Unit
ARC Bk Reg Liaison I/C

SPECIAL PR PROGRAMME EXECUTION SECTION

SPECIAL PR PROGRAMMES OFFICER

S. Pgrn Handout Writing & Promo Unit
S. Pgm Handout Writing & Promo I/C
S. Pgm Personnel Assignment Unit
S. Pgrn Personnel Assignment I/C
S. Pgrn Personnel Drilling Sub-Unit
S. Pgrn Personnel Drilling I/C
S. Pgm Activities Unit
S. Pgm Activities I/C
VIP Contacts Sub-Unit
VIP Contacts IIC
SKecial PR Events tagging Sub-Unit
lecial PR Events tagging I/C
PR Gimmick Stunt Staging Sub-Unit
PR Gimmick Stunt Staging I/C
ARC Bk Reg Liaison Sub-Unit
ARC Bk Reg Liaison IIC
S. Pgm Debrief Unit
S. Pgrn Debrief I/C
Data Liaison to Dept 16 Unit
Data Liaison to Dept 16 I/C
CLEAR/OT PR ACTIVITIES SUB-SECTION
(AOs Only)
CLEAR/OT PR OFFICER
Clear/OT PR Relations Unit

Intro Lecture/Testing

Handouts I/C

Posters Sub-Unit

Posters I/C

Congress & Special Event

Flyers & Handouts Sub-Unit

Congress & Special Event

Flyers Handouts I/C

Ticket Distribution Sub-Unit

Ticket Distribution I/C

Staff/FSM Distribution

Volunteers Unit

Staff/FSM Distribution

Volunteers I/C

Clear/OT PR Relations IIC
Clear/OT PR Briefing Unit
Clear/OT PR Briefing I/C
Clear/OT PR Activities Unit
ClearjOT PR Activities I/C
Clear/OT PR Special Pgms Unit
Clear/OT PR Special Pgms I/C

**DIVISION 7
PUBLIC SERVICES DIVISION**

**PUBLIC SERVICES SECRETARY
Rehabilitation**

Participation

Z 21

Decision	Rehabilitation	Participation
Dj~Deprt 20 PUBLIC EVENTS	PUBLIC CONTACT	PUBLIC COURSES
DIR OF PUBLIC EVENTS	DIR OF PUBLIC CONTACT	DIR OF PUBLIC COURSES
EVENTS PLANNING AND PREPARATION SECTION	INTRODUCTORY LECTURES SECTION (Lower Orgs Only)	BASIC COURSES AND PROCESSING ADMIN SECTION (Lower Orgs & SHs)
EVENTS PLANNING AND PREPS OFFICER Scheduling Unit	INTRODUCTORY LECTURES OFFICER	BASIC COURSES ADMIN OFFICER
Scheduling I/C Personnel Unit Personnel I/C Programme Unit Programme I/C Space Allocation Unit Space Allocation I/C Booths & Displays Sub-Unit Booths & Displays I/C Audio Visual Unit Audio Visual I/C Stage & Lighting Sub-Unit Stage & Lighting I/C	Lecturer Unit Lecturer Introductory Film Unit Introductory Film I/C (PE Course Lecturer Unit)	Roll Call Unit Roll Call I/C Progress Board Unit Progress Board I/C Materials Issuance Unit Materials Issuance I/C
EVENTS EXECUTION SECTION EVENTS EXECUTION OFFICER	CLEAR NIGHTS SECTION (AOs Only)	BASIC COURSES SECTION (Lower Orgs Only)
Congress Unit Congress Manager Dianetic Conferences Sub-Unit Dn Conferences I/C Open House Unit Open House I/C Film & Tape Plays Unit Film & Tape Plays I/C Goodwill Tours Unit Goodwill Tours I/C Lectures to Groups Sub-Unit Lectures to Groups I/C Auditors Assn Events Unit (Lower Orgs Only) Auditors Assn Events I/C Auditors Night Sub-Unit (Lower Orgs Only) Auditors Night I/C	CLEAR NIGHTS OFFICER Clear Night Scheduling Unit Clear Nights Scheduling I/C Clear Night Promo Liaison Unit Clear Night Promo Liaison I/C Clear Night Preparation Unit Clear Night Preparation IIC Clear Night Execution Unit Clear Night Execution I/C	BASIC COURSES OFFICER HAS Course Unit HAS Course Supervisor HQS Course Unit HQS Course Supervisor Extension Course Unit Extension Course Supervisor
CHAPLAIN'S SECTION CHAPLAIN Chaplain's Court Unit Chaplain's Court I/C	TESTING SECTION (Lower Orgs Only)	BASIC PROCESSING SECTION
	TESTING OFFICER	BASIC PROCESSING OFFICER
	Routine Testing Unit Routine Testing I/C Tests After Lectures Unit Tests After Lectures I/C Test Marking Unit Test Marking I/C Test Evaluation Unit Test Evaluation I/C	Introductory Auditing Session Unit (Lower Orgs Only) Introductory Auditors I/C Group Processing Unit (Lower Orgs & SHs) Group Processing I/C Co-Audit Unit (Lower Orgs & SHs) Co-Audit I/C
	SAINT HILLER EVENTS SECTION (SHs Only) SAINT HILLER EVENTS OFFICER	

Chaplain's Court Arbiter
Chaplain's Court Files I/C
Church Services Unit
Church Services I/C
 Church Ceremonies Sub-Unit
 Church Ceremonies I/C

Saint Hiller Volunteers Unit
 SH Volunteers I/C
SH Event Scheduling Unit
SH Event Scheduling I/C
Saint Hillers Night Unit
Saint Hillers Night I/C

Weekly Sunday Services
Sub-Unit
Sunday Services I/C
Staff & Franchise Day
Sub-Unit (SHs Only)
Staff & Franchise Day I/C
OT Service Sub-Unit
(AOs Only)
OT Services I/C
OT Committee Sub-Unit
OT Comm Secretary
OT Comm Registrar
Morale Unit
Morale I/C
Marriage Counselling
Sub-Unit
Marriage Counselling I/C
Org Morale Sub-Unit
Org Morale I/C

**ROUTING TO REGISTRAR
SECTION**

EVENTS ROUTING OFFICER

Attendee Cards Unit
Attendee Cards I/C
Dist & Collection Sub-Unit
Dist & Collection I/C
Sorting Sub-Unit
Sorting I/C
Body Routers Unit
Body Routers I/C
ARC Break Liaison
ARC Break Liaison I/C

**ROUTING70 PUBLIC
REGISTRAR SECTION
CONTACT ROUTING
OFFICER**

Attendee Cards Unit
Attendee Cards I/C
Dist & Collection Sub-Unit
Dist & Collection I/C
Sorting Sub-Unit
Sorting I/C
Body Routers Unit
Body Routers I/C
ARC Break Liaison
ARC Break Liaison I/C

**DIVISION 8
PUBLIC SALES DIVISION**

PUBLIC SALES SECRETARY

Purpose 	Expansion 	Realization
Dept 22		Dept 24
DEPT OF FSM SALES DIR OF CLEARING	DEPT OF FIELD SALES DIR OF FIELD SALES GROUPS SECTION	DEPr OF PUBLIC REGISTRATION PUBLIC REGISTRAR
FSM RECRUITMENT SECTION	GROUPS OFFICER Groups Recruitment Unit Groups Recruitment I/C	(CLEAR REGISTRAR - AOs ONLY)
FSM RECRUITMENT OFFICER	Groups Registration Unit Groups Registration I/C Groups Training Unit	PROSPECT CARD FILES SECTION (Files not cards for SHs)
FSM Appointment Unit FSM Appointment I/C FSM Training Unit FSM Training I/C FSM Supplies Unit FSM Supplies I/C	Groups Training I/C Groups Supplies Unit Groups Supplies I/C FRANCHISE SECTION	PROSPECT CARD FILES OFFICER
FSM ACTIVITIES SECTION	FRANCHISE OFFICER Franchise Recruitment Unit Franchise Recruitment I/C Franchise Training Unit Franchise Training IIC Franchise Supplies Unit Franchise Supplies I/C	Prospect Card Collection Unit Prospect Card Collection IIC Prospect Card Filing Unit Prospect Card Filing I/C NN Transfer Unit NN Transfer I/C
FSM ACTIVITIES OFFICER	LOWER ORGS SUB-SECTION (SHs & AOs Only) ORGS OFFICER	PROSPECT PROMOTION SECTION PROSPECT PROMOTION OFFICER
FSM Promotion Unit FSM Promotion I/C FSM Events Unit FSM Events I/C FSM Special Projects Unit FSM Special Projects I/C FSM Selections Unit	Selectee Quotas Unit Selectee Quotas I/C Lower Org Relations Unit Lower Org Relations I/C	Three Duplisticker Unit (Lower Orgs Only) Three Duplistickers I/C
FSM Selections I/C ARC Bk Reg Liaison Unit ARC Bk Reg Liaison I/C	FIELD RELATIONS SECTION	Addresso Lists Liaison Unit (SHs & AOs Only) Addresso Lists Liaison I/C
BOOK SECTION BOOK OFFICER	FIELD RELATIONS OFFICER Org Promotion Unit Org Promotion I/C Field Communication Unit Field Communication I/C	Special Info Pack Mailings Unit Special Info Pack Mailings I/C Liaison to Dept 18 for Stocks Sub-Unit Stocks Liaison I/C
B/Sales Training Unit B/Sales Training I/C Book Selling Unit Book Selling I/C Bookstore Liaison Unit Bookstore Liaison I/C Book Distribution Unit Book Distribution I/C	ARC Bk Reg Liaison Unit ARC Bk Reg Liaison I/C Goodwill Activities Unit Goodwill Activities I/C	Correspondence Unit Correspondence I/C FSM Sales Liaison Unit FSM Sales Liaison IIC
FSM AWARDS SECTION	AUDITORS ASSOCIATION REGISTRATION SECTION (Lower Orgs Onl Y) AUDITORS ASSOCIATION REGISTRAR.	Selectee Advice Mailings Unit (Lower Orgs Only) Selectee Advice Mailings I/C PUBLIC REGISTRATION

FSM AWARDS OFFICER

Award Program Unit
FSM Award Program I/C
Commission Policing Unit
FSM Commission Policing I/C

Assn Application Unit
Assn Applications I/C
Membership Cards Unit
Membership Cards I/C
Assn Promotion Unit
Assn Promotion I/C
Flyer Mailings Sub-Unit
Flyer Mailings I/C
Advice Letters Sub-Unit
Advice Letters I/C
Press Releases Sub-Unit
Press Releases I/C

**SECTION
(Lower Orgs Only)**

**PUBLIC REGISTRATION
OFFICER**

Asst Public Regs Unit
Asst Public Regs I/C
Telephone Unit
Telephone I/C
Div VII Liaison Unit
Div VII Liaison I/C

Assn Correspondence Unit
Assn Correspondence I/C
Assn Minutes & Records Unit
Assn Minutes & Records I/C
AUDITORS ASSOCIATION
SECTION
(Lower Orgs Only)

AUDITORS ASSOCIATION
SECRETARY

Assn Meetings Unit
Assn Meetings I/C
Higher Training Enrolment
Sub-Unit
Higher Tr Enrolment Clerk

Assn Activities Unit
Assn Activities I/C
Plans Sub-Unit
Plans IJC

Projects Assignment Sub-Unit
Projects Assignment I/C
Coordination Sub-Unit

Coordination I/C
Completions Sub-Unit
Completions I/C

ARC Bk Liaison Unit
ARC Bk Liaison I/C

SAINT HILLERS ASSN
REGISTRATION SECTION
(SHs Only)

SAINT HILLERS ASSN
REGISTRAR

Assn Application Unit
Assn Applications I/C
Membership Cards Unit
Membership Cards I/C
Assn Promotion Unit
Assn Promotion I/C

"The Saint Hiller"
Magazine Sub-Unit
The Saint Hiller Mag Editor
Flyer Mailings Sub-Unit
Flyer Mailings I/C
Advice Letters Sub-Unit
Advice Letters I/C
Press Releases Sub-Unit
Press Releases I/C

Assn Correspondence Unit
Assn Correspondence I/C
Assn Minutes & Records Unit
Assn Minutes & Records I/C

SAINT HILLERS ASSN
SECTION
(SHs Only)

SAINT HILLERS ASSN
SECRETARY

Assn Meetings Unit
Assn Meetings I/C
Higher Training
Enrolment Sub-Unit
Higher Training
Enrolment I/C

Assn Activities Unit
Assn Activities I/C
Plans Sub-Unit
Plans I/C

SH PUBLIC REG SECTION
(SHs Only)

SH PUBLIC REGISTRATION
OFFICER

Asst SH Public Reg Unit
Asst SH Public Regs I/C
S14 Tours Reg Unit
SH Tours Regs I/C
SH Congresses/Events Reg Unit
SH Congresses/Events Regs I/C
Liaison to Dissem Unit
Liaison to Dissem I/C

CLEAR REG SECTION
(AOs Only)

CLEAR REGISTRATION
OFFICER

D/Clear Reg Unit
D/Clear Regs I/C
AO Tour Reg Unit
AO Tour Regs I/C
AO Event Reg Unit
AO Event Regs I/C
Liaison to Dissem Unit
Liaison to Dissem I/C

Projects Assignment Sub-Unit
Projects Assignment I/C
Coordination Sub-Unit
Coordination I/C
ARC Bk Reg Liaison Unit
ARC Bk Reg Liaison I/C

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 OCTOBER 1970

Rernimeo
SH Orgs
Saint Hillers Assn
Section Hats
Saint Hillers; Assn
Regn Section Hats
Saint Hiller Events
Section Hats
SH Dir Field Sales Hat
SH Dir Public Contact Hat
SH Public Sales See Hat
SH Public Services See Hat
SH PES Hat
OEC Checksheet

**SAINT HILLERS
ASSOCIATION**

Just as Class IV Orgs have their Auditors Association, a Saint Hillers Association is hereby instituted for Saint Hill Orgs.

It has the same purpose and format as the Auditors Association but is limited in its membership to SHSBC Graduates.

The program is designed to cultivate your SHSBC Field Auditors, get them informed, get them auditing, get them as FSMs, obtain their goodwill and assistance and get them helping you now now now.

Weekly meetings for members and new members are held in the Org, Saint Hillers Assn Section, Dept 23, Div 8. Events are put on for members of the Saint Hillers Association by the Saint Hiller Event Section of Dept 20, Div 7.

The Saint Hillers themselves on a volunteer basis assist with and are gotten to participate heavily and actively in "Saint Hillers Night", a regular weekly event run also in Saint Hiller Event Section of Dept 20, Div 7. This event is however not solely for members, but may be attended by ANYONE WHO HAS SIGNED UP (and of course made some advance payment for) THE SHSBC as well as Saint Hill Students and Graduates. In addition to other promotion for Saint Hillers Night, Saint Hillers themselves are to be urged to bring people along to the event and to select them for the SHSBC. An SH Public Registrar (Div 8, Dept 24) must always be available and active before the start of the event (as well as during and after it) so that people can sign up for the SHSBC and then attend the event. Every effort should be made to get all who have signed up for the SHSBC regularly attending Saint Hillers Night, and to get people to sign up for the SHSBC so they may attend.

The following are the Org Board, Ideal Scenes and Statistics for the Saint Hillers Association and Saint Hiller Events Section for Saint Hill Orgs.

(For SH Orgs)

Last two sections of Dept 23, Division 8

SAINT HILLERS ASSOCIATION REGISTRATION SECTION
(SHs Only)
SAINT HILLERS ASSOCIATION REGISTRAR

Assn Applications Unit
Assn Applications I/C

Membership Cards Unit
Membership Cards I/C

Assn Promotion Unit
Assn Promotion I/C

"The Saint Hiller" Magazine Sub-Unit
"The Saint Hiller" Editor

Flyer Mailings Sub-Unit
Flyer Mailings I/C

Advice Letters Sub-Unit
Advice Letters I/C

Press Releases Sub-Unit
Press Releases I/C

Assn Correspondence Unit
Assn Correspondence I/C

Assn Minutes and Records Unit
Assn Minutes and Records I/C

SAINT HILLERS ASSOCIATION SECTION
(SHs Only)
SAINT HILLERS ASSOCIATION SECRETARY

Assn Meetings Unit
Assn, Meetings I/C

Higher Training Enrolment Sub-Unit
Higher Training Enrolment I/C

Assn Activities Unit
Assn Activities I/C

Plans Sub-Unit
Plans I/C

Projects Assignment Sub-Unit
Projects Assignment IIC

Co-ordination Sub-Unit
Co-ordination I/C

ARC Bk Reg Liaison Unit
ARC 13k Reg Liaison IIC

Fourth Section of Dept 20, Division 7

SAINT HILLER EVENTS SECTION
(SHs Only)
SAINT HILLER EVENTS OFFICER

Saint Hiller Volunteers Unit
Saint Hiller Volunteers I/C

Saint Hiller Event Scheduling and Planning Unit
Saint Hiller Event Scheduling and Planning I/C

Saint Hiller Events Unit
Saint Hiller Events I/C

Saint Hillers Night Unit Saint Hitters Night I/C

IDEAL SCENES AND STATISTICS

SAINT HILLERS ASSOCIATION REGISTRATION SECTION DEPT 23 - DIV 8

Ideal Scene: Through promotion, publicity, correspondence and administrative conduct the Saint Hillers Association Registrar has established and is projecting a popular, professional image of the Saint Hillers Association which is rapidly expanding in membership and is well known throughout the community for its goodwill and helpfulness; all Association files, records, minutes, membership lists are up-to-date in a safe, accessible location readily available for easy reference and use.

Stat: 1. Total Assn Promo pieces and publicity items out in week.

2. Number of new Assn members in week.

3. Number of Assn files up-to-date and correctly filed.

SAINT HILLERS ASSOCIATION SECTION DEPT 23 - DIV 8

Ideal Scene: The Saint Hillers Association Secretary has all SHSBC Graduates united as members of the Org's Saint Hillers Association and has them well informed, in communication and effectively coordinated as a working team in the spirit of goodwill and cooperation, each member actively auditing, selecting and assisting the Org to further strengthen and expand a strong 3rd Dynamic in the community which is progressing across the bridge to Total Freedom.

Stat: 1. No. of Saint Hiller Assn members who audited, selected, did something worthwhile for the Org or heard from in week.

2. No. of attendees to weekly Saint Hillers Association meetings.

3. No. of training sign-ups at the Saint Hillers Association meetings.

SAINT HILLER EVENTS SECTION DEPT 23 - DIV 7

Ideal Scene: Lots of excellently, professionally and effectively run events for SH grads, students and enrollees which inform and which especially demonstrate auditing, its effectiveness and results, so that tremendous interest and enthusiasm is generated, attendance increased week to week, attendees become more active as auditors, students and FSMs, and which bring about high and increasing numbers of enrollments for training and processing, and in particular for the SHSBC.

Stat: Number of attendees at Saint Hiller and SHSBC enrollee events for the week.

The purpose of the Saint Hillers Association Program is to get Dianetics and Scientology into Power in the community.

Tony Dunleavy CS-7/8 for L. RON HUBBARD

LRH:TD:rr.rd

Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

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rarrate

Exec Dir

HcoEs,oEs,pEs

All Public Divisions

AD Dissern

Body Reg Hat

Letter Reg Hat

Public Reg Hat

Dir Public Comm Hat

Dir of Clearing Hat

Addresso Hat

Staff Status 11

HCO POLICY LETTER OF 1 DECEMBER 1970
Issue 11

CLARIFICATION

REGISTRATION BREAKTHROUGH

(Modifies HCO P/L 30 July 70, Important

Registration Breakthrough)

F NEW NAME DEFINITION

As per page 302, Volume 2, HCO P/L 30 July 70, Reg Breakthrough:

A NEW NAME TO C/F IS AN HAS *GRADUATE* OR SOMEONE WHO HAS BOUGHT A MAJOR SERVICE.

CLARIFICATION:

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.

COMMISSION TO PUBLIC REG

As per page 305, Volume 2, HCO P/L 30 July 70, Reg Breakthrough:

Further the Public Registrar receives as an award, 1% commission on every person she signs up for their first major service from Public lines.

CLARIFICATION:

This commission is only due when the person signed up for the first major service, has paid in full and has started the service.

LRH:DH:nt.rd

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[Cancelled by HCO P/L 3 July 1971, Registration *Change-New Names* to CIF Change, page 227.1

Lt. Cmdr. Diana Hubbard

Distribution Aide

for

L. RON HU13BARD

Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 FEBRUARY 1971

Remimeo

oic WW

CLOs

EC Hat

HAS Hat

OIC Hat

Issue V

JExcerptl

**ORG GROSS DIVISIONAL STATISTICS
REVISED**

PUBLIC PLANNING DIVISION 6

- 1 Number of New Names to Prospect Card Files.

PUBLIC SERVICES DIVISION 7

1. Number of people routed from a public event, Introductory lecture, or Testing to a Registrar. (Includes Public Reg, Body Reg and ARC Break Reg.)
2. Number of basic courses and basic processing completions.

PUBLIC SALES DIVISION 8

I. Number of New Names to Central Files. 2, Value of FSM Commissions paid.

LRH:HE:mes.rd

HCO Aide

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for

by L. Ron Hubbard

L. RON HUBBARD

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Founder

(Excerpted from HCO Policy Letter of 5 February 1971 Issue V, Org Gross Divisionl Statistics Revised. A complete copy can be found in the 1971 Year Book.)

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 FEBRUARY 1971
Issue VII

Limited Non-Remimeo FEBC Exec Dir Only

FEBC ORG BOARD DIVISION SIX

PURPOSES
DEPARTMENT 16

DEPARTMENT OF PUBLIC RELATIONS
Director of PR

OFFICE OF DIANA HUBBARD
DMDH Communicator

Div 6 Establishing Unit Div 6 Establishing I/C

Data Liaison Unit Data Liaison I/C

Pgms and Orders Logging Unit
Pgms and Orders Logging I/C

Reporting and Compliances Unit
Reporting and Compliances I/C

PR CONTROL SECTION
Public Relations Officer

Fact Finding and Research Unit
Fact Finding and Research I/C

Fact Librarian
Surveying Clerk
Survey Tabulating and Issuing Clerk
PR Policies and Pgms Writing Clerk
PR Policies and Pgms Issuing Clerk

PR Briefing and Appearances Unit PR Briefing and Appearances I/C

PR Area Controlling Unit
PR Area Controlling I/C

Contact Collecting and Card Filing Clerk
PR Policies and Pgms Pre-Testing PRO
PR Policies and Pgms Executing PRO
Community PRO
Staff Relations PRO

PR Campaigning Unit PR Campaigning I/C

Publicity Unit
Publicity I/C

ADVERTISING AND PROMOTING SUB-SECTION
Advertising and Promoting Officer

Promotion Planning Unit
Promotion Planning 1/C

Promotion Analysing Sub-Unit
Promotion Analysing 1/C

Publics Analysing and Listing Clerk
Publics Research Clerk
Prom Stat Analysing Clerk
Prom Actions Analysing Clerk

Promotion Preparing Sub- Unit
Promotion Preparing 1/C

Scheduling Clerk
Copy Writer
Artist
Printing Liaison

Advertising Unit
Advertising 1/C

Copy Writer
Artist
Ad Placement Clerk

Testing Promoting Unit
Testing Promoting 1/C

Events Promoting Unit Events Promoting 1/C

Public Services Promoting Unit Public Services Promoting 1/C

EVENTS EXECUTING SECTION
Events Executing Officer

Events Planning and Preparing Unit
Events Planning and Preparing 1/C

Tape and Film Librarian
Events Scheduling Clerk
Events Facilitating and Space Staging Clerk
Events Pets Controlling and Drilling Clerk
Events Stars Reviewing Clerk

Introductory Lecturing Unit
Intro Lecturer

Events Executing Unit
Events Executing 1/C
(open houses, tape and film plays,
Dn conferences, Aud nights,
Clear nights, etc)

Event Floor Sales Manager

Congress Unit

Congress Floor Sales Manager

Congress Manager

Goodwill Touring Unit
Goodwill Touring I/C

Lecturing to Groups Sub-Unit
Group Lecturer

ROUTING TO REG SUB-SECTION
Routing to Reg **Officer**

Prospect Card Dist Unit Prospect Card Dist I/C

Prospect Card Collecting Unit Prospect Card Collecting I/C

Prospect Card Routing Unit
Prospect Card Routing I/C

Body Routers Unit
Body Routers I/C

ARC Bk Reg Liaison Unit
ARC Bk Reg Liaison I/C

BOOKSTORE SECTION
Bookstore **Officer**

Book Promoting Unit
Book Promoting I/C
Mail List Procurement Clerk
Duplister Typist
Info Pack Mailing and Stocking Clerk
Order Forms Mailing Clerk
MIB Promoting Clerk

Book Selling Unit
Book Selling I/C

Div 2 Stocks Liaison Unit
Div 2 Stocks Liaison I/C

Dept IS Field Liaison Unit
Dept 18 Field Liaison I/C

PUBLIC ACTIVITIES REG SECTION
(Enrollments and Memberships)
Public Activities Registrar

Prospect Card Filing Unit Prospect Card Filing I/C

Prospect Promoting Unit
Prospect Promoting I/C
Info Mailings Clerk
Flyer Mailings Clerk
Membership App Mailing Clerk
Member App Dist **Clerk**
Interviewing and Signing Up Unit
Asst Reg
Phoning Clerk
Interviewee Handouts Clerk
Routing Form Stocks and Issuing Clerk
ARC Bk Reg and Dissem Liaison

CLEAR REG SUB-SECTION
; (AOs)
Clear Registrar

Clear Prospects Card Filing Unit
Clear Prospects Card Filing I/C

JWGCC Promoting Unit
IWGCC Promoting I/C

IWGCC Memb Issuing Unit
IWGCC Memb Issuing I/C

Clear Prospects Promoting Unit
Clear Prospects Promoting I/C

IWGCC Info Packs Mailing Clerk
Clear Mail Sign Up Clerk
ARC Bk Reg Liaison
Dissem Liaison Clerk

AO Events and Touring Registraring Unit
D/Registrars
Dissem Liaison
ARC Bk Liaison

PRODUCT: EFFECTIVE PR AND ADVERTISING ACTIONS THAT ATTRACT
MEMBERS OF THE PUBLIC TO BECOMING SCIENTOLOGISTS

REALIZATION
DEPARTMENT17

DEPARTMENT OF PUBLIC SERVICES
Director of Public Services

PUBLIC HAT PREPARING SECTION
Public Hat Preparing Officer

Checksheet Compiling Unit Checksheet Compiling I/C

FSM Starter Pack Preparing Unit
FSM Starter Pack Prep I/C

Div 2 Pack Compiling Liaison Unit
Div 2 Pack Compiling Liaison I/C

PUBLIC SERVICE ADMIN SECTION
Public Service Administrator

Hat Pack Stocks Unit
Hat Pack Stocks I/C

Hat Issuing Unit
Hat Issuing I/C

Roll Call Unit
Roll Call IIC

Hatting Progress Board Unit Hatting Progress Board 11C

Div 4 Basic Courses Liaison Unit Div 4 Basic Courses Liaison I/C
Routing Policing Clerk

PUBLIC HATTING SECTION Public Hatting Supervisor

Div 4 Basic Courses Liaison Unit

Div 4 Basic Courses Liaison I/C

Extension Course Unit

Extension Course Supervisor

Ext Cse Student Files Clerk

Material Issuing Clerk

Corresponding Clerk

Ext Cse Marking Clerk

Qual C & A Liaison Unit

Qual C & A Liaison I/C

Success Liaison Unit

Success Liaison IIC

HAT CRAMMING SUB-SECTION

Hat Cramming Supervisor

Dept 18 Liaison Unit

Dept 18 Liaison I/C

Cutness Analysing Unit

Outness Analysing I/C

HAS^S Retread Liaison Unit

HAS/HQS Retread Liaison IIC

Returning to Field Unit

Returning to Field IIC

SUCCESS SECTION

Success **Officer**

Interviewing Unit

Interviewing I/C

Key Questioning Clerk

Success Story Collecting Clerk

OK to Publish form Issuing Clerk

Tech and Qual Liaison

Success Category Filing Unit

Success Category Filing I/C

Success Compiling Unit

Success Compiling I/C

Promotion Liaison Unit

Promotion Liaison I/C

Success Posting Clerk

Success Validating Unit

Success Validating I/C

WISDOM DISSEMINATING SECTION
Wisdom Disseminating Officer

Subjects Planning Unit
Subjects Planning I/C

Wisdom Library Unit
Wisdom Librarian

Pamphlets Compiling Unit
Pamphlets Compiling I/C

Pamphlets Printing Liaison Unit
Pamphlets Printing Liaison I/C

Pamphlets Distributing Unit
Pamphlets Distributing I/C

PRODUCT: HATTED SCIENTOLOGISTS

CLEARING
DEPARTMENT 18

DEPARTMENT OF CLEARING
Director of Clearing

FIELD RELATIONS SECTION
Field Relations Officer

Field Communicating Unit
Field Communicating I/C

Field Folder Filing Clerk
Field Reports Receiving Clerk
Field Reports Answering Clerk
Field Stats Clerk

Field Promoting Unit
Field Promoting I/C
Field Promotion Planning Clerk
FSM Newsletters Mailings Clerk
Franchise Newsletters Mailings Clerk
Field Events Promoting Clerk
Field Mag Editor

Field Events Executing Unit
Field Events Executing I/C
FSM Rallies Manager
Sunday Services Manager
Staff and Franchise Day Manager (SHs)
OT Services Manager
Chaplain **Qual** Liaison

Field Briefings and Meetings Unit
Field Briefings and Meetings I/C

Goodwill Visiting Representative
Org Advising Counsellor (AOs and SHs)

ARC Break Reg Liaison Unit

FIELD DISSEMINATING SECTION

Field Disseminating **Officer**

Field Dissem Promoting Unit

Field Dissem: Promoting **I/C**

Wisdom Exporting Unit

Wisdom Exporting **I/C**

Dept 17 Wisdom Pamphlets Collecting Clerk

Wisdom Pamphlets Mailings Clerk

Wisdom Success Awarding Clerk

Field Tape Library Sub-Unit

Field Tape Library **I/C**

Tape Library Forming and Expansion Clerk

Field Rental Service Promoting Clerk

Tape Issuing Clerk

Tape Collecting Clerk

Field Tape Maintaining Clerk

Field Book Selling Unit

Field Book Selling **I/C**

Field Book Sales Promoting Clerk

Book Campaigner

MIB Clerk

Book Campaigns and MIB Awarding Unit

Bk Campaign and MIB Awarding **I/C**

Book Distribution Unit

Book Distribution **I/C**

SPECIAL PROGRAMMES SECTION

Special Programmes **Officer**

Special Pgms Planning Unit

Special Pgms Planning **11C**

Research Surveying Clerk

Spec Pgms Issuing Clerk

Spec Pgms Assigning Clerks

Spec Pgms Scheduling Clerks

Committee Activities Unit

Committee Activities **IIC**

Gung-Ho Group Activities Unit

Gung-Ho Group Activities **I/C**

Auditors Assn Unit

Auditors Assn Registrar

Auditors Assn Secretary

Spec Pgms Executing Unit

Spec Pgms Executing **I/C**

Spec Pgnis Filing Clerk

Spec Pgms Reports Policing Clerk

Spec Pgms Compliance Policing Clerk
Spec Pgms Publicity and Promoting Clerk

New Civilization Forming Sub-Unit
New Civilization Forming I/C

Political Liaison

FSM SECTION FSM Officer

FSM Appointing Unit

FSM Appointing I/C

Apptmt Confirming Clerk

FSM Supplying Unit

FSM Supplying I/C

FSM Starter Pack Issuing Clerk

FSM Supplies **Stocks Clerk**

ITSM Activities Unit

FSM Activities I/C

Group and Franchise Establishing Unit

G and F Establishing I/C

G and F Starter Pack Issuing Clerk

F/O WW **Liaison**

FSM Awarding Unit

FSM Awarding I/C

Commission Payment Policing Clerk

FSM Awards Pgming Clerk

FSM Awards Issuing Clerk

FIELD CORRECTING SECTION

Field Correcting **Officer**

Field Inspecting Unit

Field Inspecting IIC

Field Morale Raising Unit

Field Morale **Raising I/C**

Field Justice Liaison Unit

Field Justice Liaison I/C

Routing to Hat-Cramming Unit

Hat Cramming Router

Field Products Correcting Unit

Field Products Correcting I/C

PRODUCT: ACTIVE FIELD SCIENTOLOGISTS

Dept 18 makes possible and makes occur the Valuable Final Products of a Scientologist:

DISSEMINATED KNOWLEDGE

PURCHASED BOOKS

ENVIRONMENTAL CONTROL

A CLEARED PLANET.

ALL RIGHTS RESERVED

Founder

[Modified by HCO P/L 3 July 1971, *Registration Change-New Names to CIF Change*, page 227;
cancelled by HCO P/L 14 July 1971, *FEBC Org Board Div 6 Expanded*, page 74.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 JULY 1971
(Cancels HCO PL 7 Feb 71 FEBC Org Board Div 6)

Rernimeo
FEBC Orgs only
All Exec Hats
All Staff Hats

FEBC ORG BOARD DIV 6 EXPANDED

This is the FEBC Org Board for the DISTRIBUTION DIVISION or PUBLIC DIVISION (either name can be used). It is valid and effective this date of issue. It is the only authorized FEBC Div 6 Org Board. Products and VFP are as follows:

DEPT 16 PRODUCT: EFFECTIVE PR AND ADVERTISING ACTIONS THAT ATTRACT MEMBERS OF THE PUBLIC TO BECOME SCIENTOLOGISTS

DEPT 17 PRODUCT: HATTED SCIENTOLOGISTS

DEPT 18 PRODUCT: ACTIVE FIELD SCIENTOLOGISTS

Div 6 VFP: ACTIVE AND HATTED SCIENTOLOGISTS.

FEBC Orgs will shortly be receiving the Paper Label Org Board. The Div 6 Org Board on this Paper Label Org Board is not to be used. Instead HCOs should separate the pages of this P/L and paste them over and on top of the Div 6 section of the Paper Label Org Board. Only this Org Board P/L for Div 6 is used and valid.

The Div 6 Org Board is as follows:

PURPOSES

DEPT 16

**DEPARTMENT OF PUBLIC
CONTROLLING**

Director of Public Controlling

PR AREA CONTROLLING SECTION
PR Area Controlling Officer

PR Researching Unit
PR Researching I/C

Trends & Ethnic Researching Clerk
Publics Listing Clerk
Opinion Leaders Listing Clerk
Surveying Clerk
Fact Librarian

PR Planning Unit
PR Planning I/C

PR Pgms Writing Clerk
PR Campaigns Writing Clerk

PR Pgms & Campaigns Pre-testing Clerk
PR Pgrns & Campaigns Issuing Clerk

PR Activities Unit
PR Activities I/C

Appearances Policing PRO
Staff Briefing PRO
Community Controlling PRO
Campaigning PRO
Publicizing PRO

ADVERTISING AND PROMOTING SECTION

Advertising and Promoting Officer

Ads & Promo Planning Unit

Ads & Promo Planning I/C

Requirements Listing Clerk
Scheduling Clerk
Response Analysing Clerk

Advertising Unit

Advertising I/C

Ads Copy Writer
Ads Artist
Layout Clerk
Ads Placing Clerk

Promotion Preparing Unit

Promotion Preparing I/C

Tech & Success Liaison
Promo Copy Writer
Promo Artist
Promo Layout Clerk
Promo Printing Liaison

Promotion Distributing Unit

Promotion Distributing I/C

Poster Posting Clerk
Handouts Distributor
Field Distributing Teams Supervisor
HCO Dept 2 Mailing Liaison

Info Pack Mailing Unit
Info Pack Mailing I/C

Info Pack Supplying Clerk
Names Collecting Clerk
Lists Renting/Purchasing Clerk
3 Duplistickers Typing Clerk
Info Pack Mailing Clerk

BOOK SELLING SECTION (Bookstore)

Book Selling Officer

Bookstore Stocking Unit

Bookstore Stocking I/C

Bookstore Stocks Inventory Clerk
Dept 5 Publications Liaison
Stocks Storing Clerk

Bookstore Displaying Unit
Bookstore. Displaying IIC

Book Selling Unit
Book Selling I/C

HCO Book A/C Invoicing Clerk

ATTRACTING ACTIVITIES SECTION

Attracting Activities **Officer**

Testing Unit

Testing I/C

Test Administrator
Test Marking Clerk
Test Evaluator

Attracting Services Delivering Unit (Lower Org)

Attracting Services Delivering I/C

Introductory Lecturer
PE Course Lecturer
Anatomy of the Human Mind Course **Supervisor**

Events Executing Unit

Events Executing I/C

Open Houses Manager
Tape & Film Plays Manager
Special Events Manager
Congress Manager

Public Processing Unit

Public Processing I/C

Group Processing Auditor
Introductory Sessions Auditor (Lower Org)
Public Co-audits Supervisor (Lower Org)

Lower Org NNs to C/F Quotas Assigning Unit (AO & SH)

Lower Org NNs to C/F Quotas Assigning I/C

Div 6s Assisting Expeditor
NNs to C/F Quotas Compliance Policier

NNs to C/F Routing to Higher Org Policing Unit (AO & SH)

NNs to C/F Routing to Higher Org Policing I/C

MEMBERSHIPS ENLISTING SUB-SECTION

Memberships Enlisting Officer

Memberships Applications Issuing Unit

Memberships Applications Issuing I/C

Memberships Selling Unit

Memberships Selling I/C

Free Memberships Issuing Clerk
Memberships Selling Clerk
Memberships Issuing Clerk
Dept 7 Billing Clerk Liaison

Members Files Filing Unit

Members Files Filing I/C

Memberships Renewing Unit

Memberships Renewing I/C

ROUTING TO REG SECTION

Routing to Reg Officer

Routing Organizing Unit

Routing Organizing I/C

Reg Liaison
Lines Dummy Runner
Space & Flows Positioning Clerk
Signs Placing Clerk
Public Badges & Pinning Clerk

Routing Unit
Routing I/C

Leading Router A
Router A I
Router A2
Leading Router B
Router B I
Router B2
Leading Router C
Router C I
Router C2

PRODUCT: EFFECTIVE PR AND ADVERTISING ACTIONS
THAT ATTRACT MEMBERS OF THE PUBLIC
TO BECOME SCIENTOLOGISTS

REALIZATION

DEPT 17

DEPARTMENT OF HATTING
SCIENTOLOGISTS

Director of Hatting Scientologists

HATTING COURSES ESTABLISHING SECTION
Hatting Courses Establishing Officer

Requirements Listing Unit
Requirements Listing I/C

Space Procuring Unit
Space Procuring I/C

HCO & Estates Liaison

Materials Procuring Unit
Materials Procuring I/C

, FP Liaison
Furniture Procuring Clerk
Facilities Procuring Clerk
Supplies Procuring Unit
Dept 5 Packs Procuring Liaison

Personnel Procuring Unit
Personnel Procuring I/C

HCO Dept I Liaison
HCO Personnel Hatting Liaison
Supervisors' Requirements Enforcer

Establishment Enforcing Unit
Establishment Enforcing I/C

What is a Course P/L Inspector
Hatting Tech Inspector
Corrections Expeditor

HATTING ADMINISTRATING SECTION
Hatting Administrating Officer

Students Routing Unit
Students Routing I/C

Materials Issuing Unit
Materials Issuing I/C

Materials Storing Clerk
Materials IN/OUT Logging Clerk

Courses Administrating Unit
Courses Administrating I/C

Roll Call Maintaining Clerk
Student Points Graphing Clerk
Student Graphs Posting Clerk
Progress Board Maintaining Clerk

SCIENTOLOGISTS'HATTING SECTION
Scientologists' Hatting Officer

TR Course Unit A (Quiet Drills) (HAS Course)
TR Course Supervisor A

Asst TR Course Supervisor A I
Asst TR Course Supervisor A2

TR Course Unit B (Noisy Drills) (HAS Course)
TR Course Supervisor B

Asst TR Course Supervisor B I
Asst TR Course Supervisor B2

Hatting Course Unit (Hat Pack Checkouts)
Hatting Course Supervisor

Asst Hatting Course Supervisor A
Asst Hatting Course Supervisor B

EXTENSION COURSE SECTION (Alternative Hatting)
Extension Course Officer

Extension Course Administrating Unit
Extension Course Administrating I/C

Reg Liaison
Material Mailing Clerk
Student Files Filing Clerk
Progress Summarizing Clerk
Summaries Filing Clerk

Extension Course Supervising Unit
Extension Course Supervising I/C

Answers Receiving Clerk
Marking Clerk
Corresponding Clerk
C & A Liaison

PRODUCT: HATTED SCIENTOLOGISTS

CLEARING

DEPT 18

DEPARTMENT OF CLEARING

Director of Clearing

FIELD RELATIONS CONTROLLING SECTION

Field Relations Controlling Officer

Field Promo Preparing Unit
Field Promo Preparing 1/C

Tech & Success Liaison
Promo Scheduling Clerk
Copy Writer & Compiling Clerk
Design and Layout Artist
Printing Liaison

Field Promo Distributing Unit
Field Promo Distributing 1/C

Handout Distributor
HCO Dept 2 Mailing Liaison

Field Events Executing Unit
Field Events Executing 1/C

Field Briefings Manager
Field Meetings Manager
FSM Rallies Manager
Sunday Services Manager (Lower Org)
Staff and Franchise Day Manager (SH)
OT Services Manager (A0)
Qual Chaplain Liaison

Field Goodwill Controlling Unit
Field Goodwill Controlling 1/C

Goodwill Visiting Representative
Field Advisory Consultant
ARC Break Reg Liaison
Field Ethics Liaison
Field Awards Policing Clerk

DISSEMINATION BY FIELD PRODUCING SECTION

Dissemination by Field Producing Officer

Knowledge Exporting Unit
Knowledge Exporting 1/C

Sen Knowledge Librarian
Pamphlets Compiling Clerk
Pamphlets Printing Liaison
Pamphlets Distributing to Field Clerk
"Buy Tapes!" Campaigning Clerk

Dissem of Knowledge by Field Campaigning Unit
Dissem of Knowledge by Field Campaigning 1/C

Book Sales by Field Campaigning Unit
Book Sales by Field Campaigning I/C

Book Selling by Field Expeditor
Buyers' Names Collecting Clerk
Names Routing to OF Clerk
Field Bk Sales to Bookshops Co-ordinator (MIB)
Area Bookshops Liaison
Area Bookshops Follow-up Clerk

Field Dissemination Awarding Unit

Field Dissemination Awarding I/C

Dissem Awards Pgming Clerk
Awards Pgrn Issuing Clerk
Field Disseminators Awarding Clerk
Field Book Sellers Awarding Clerk
Awards Issuing Clerk

SPECIAL PROGRAMMES EXECUTING SECTION

Special Programmes Executing **Officer**

Special Pgms Co-ordinating Unit

Special Pgms Co-ordinating I/C

Research/Surveying Clerk
Spec Pgms Planning Clerk
Assigning & Briefing Clerk
Debriefing & Commending Clerk
Past Spec Pgms Files Librarian

Individual Sens Spec Pgms Expediting Unit

Individual Sens Spec Pgms Expediting I/C

Individual Spec Pgms Expeditor
Spec Pgms Compliance **Policer**

Committee Activities Expediting Unit

Committee Activities Expediting I/C

OT Committee Chairman (AO)
Spec Pgms Expeditor
Spec Pgms Compliance **Policer**

Gung-Ho Groups Activities Expediting Unit

Gung-Ho Group~ Activities Expediting I/C

Gung-Ho Groups Establishing Expeditor
Gung-Ho Groups Supplying Clerk
Gung-Ho Groups Co-ordinator
Spec Pgms Expeditor
Spec Pgms Compliance Policer

Auditors Assn Conducting Unit

Auditors Assn Registrar
Auditors Assn Secretary

Spec Pgms Expeditor
Spec Pgms Compliance Policer

SELECTION BY FSMs PRODUCING SECTION

Selection by FSMs Producing **Officer**

FSMs Appointing Unit

FSMs Appointing I/C
Prov Appointment Ltr Issuing Clerk
FSM Files Filing Clerk
Perm Appointing Clerk

FSMs Supplying Unit

FSMs Supplying I/C

FSM Supplies Stocking Clerk
FSM Supplies Issuing Clerk
Supply Orders Receiving Clerk
Re-supplying Clerk

FSMs Selecting Expediting Unit
FSMs Selecting Expediting I/C

FSM Communicating Clerk
Selection Slip Copies Receiving Clerk
Validation Letter Writer
Boom Formula Co-ordinator
FSM Follow-up Selectees Policier

Lower Org Selection Quotas Assigning Sub Unit (AO & SH)
Lower Org Selection Quotas Assigning I/C

Selection Quotas Compliance Policier

FSM Awarding Unit
FSM. Awarding I/C

FSM Awards Pgming Clerk
Awards Pgms Issuing Clerk
Commission Payment Policier
FSM Awards Issuing Clerk

FIELD ACTWITIES EXPANDING SECrION
Field Activities Expanding Officer

Field Auditors Assisting Unit
Field Auditors Assisting I/C

Field Groups Expediting Unit
Field Groups Expediting I/C
Groups Establishing Expeditor
Groups Supplying Clerk
Groups Assistance Expeditor
Groups Production Expeditor

Franchises Expediting Unit
Franchises Expediting I/C
Franchises Establishing Expeditor
Franchises Supplying Clerk
Franchises Assistance Expeditor
Franchise Production Liaison
F/O WW Liaison
City Offices Expediting Unit
City Offices Expediting I/C
City Offices Establishing Expeditor
City Offices Supplying Clerk
City Offices Assistance Expeditor
City Offices Production Expeditor

Bridge Co-ordinating Unit
Bridge Co-or dination I/C
Bridge Enforcing Expeditor
Bridge Co-ordinator

PRODUCT: ACTIVE FIELD SCIENTOLOGISTS

DIV 6 VFP: ACTIVE AND HATTED SCIENTOLOGISTS

VFPs OF A SCIENTOLOGIST:

DISSEMINATED KNOWLEDGE
PURCHASED BOOKS
ENVIRONMENTAL CONTROL
A CLEARED PLANET

Lt. Cmdr. Diana Hubbard
Distribution Aide
for
L. RON HUBBARD
Founder

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[Amended by HCO P/L 5 August 1971 issue II, *FEBCDiv 6 Org Board* Amendment, page 82; modified by HCO P/L 26 November 1971 issue 11, *Division 6 Public Reg Reinstated*, page 230, and its revised reissue of 30 October 1972, entitled *Division 6 Public Reg Simplified*, in the 1972 Year Book.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 5 AUGUST 1971

Issue II

(Amends HCO PL 14 July 71
FEBC Org Board Div 6 Expanded)

Remirrec,
FEBC Orgs
Only
All Exec Hats
All Staff Hats

**FEBC DIV 6 ORG BOARD
AMENDMENT**

The following is added as the last unit of the PR Area Controlling Section of Dept 16:

Success Controlling Unit

Success Controlling I/C (Success Officer)

Success Monitoring Sub-Unit

Success Monitoring I/C

Success Interviewing Clerk

Key Questioning Clerk

Qual Liaison

Success Distributing Sub-Unit

Success Distributing IIC

Success Category Filing Clerk

Success Compiling Clerk

Success Posting Clerk

Success Validating, Clerk

Promotion Liaison

Success could be called a Qual function due to its flub catch aspects or a Div 6 function due to its promotion aspects. Thus question has arisen as to its Org Board position.

Actually the argument is based on sub-products. Senior is the fact that-Success MONITORS WORD OF MOUTH and therefore is a vital part of PR Area Control in Div 6. It is difficult for PR to succeed in the face of poor word of mouth. Success is the checkpoint that will ensure good word of mouth and will prevent persons with bad indicators leaving the Org which will create bad word of mouth.

When Success functions are really in GOOD WORD OF MOUTH results and a PRO can do his job with *reality* and without stumbling into bad word of mouth. An additional benefit is that Success provides the vital information line on the results the Org is obtaining with its services and this contributes to making PR REAL. Success is a type of PR area control in itself and goes in as *an ingredient to make up the whole of PR area control.

Success MONITORS WORD OF MOUTH = part of PR Area Control = Division 6. This finalizes the position of Success.

Lt. Cmdr. Diana Hubbard

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Distribution Aide
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 NOVEMBER 1971
Issue 11

Rernimeo Class IV Orgs All Staff Hats All Div 6 Hats

MINI PUBLIC DIVISION ORG BOARD

Attached is the Mini Public Division Org Board for Div 6s in Class IV Orgs.

It is presented in great simplicity and is very easy to post. It only takes 7 people to man it and function. Even the worst personnel problems can be overcome because it is so easy to post with instant results. Every staff member has the right to demand a Division 6 be manned and functioning, for otherwise their pay, welfare and morale is at stake.

The postings of a Mini Division 6 consist of a Distribution Secretary, Success IIC (also acts as clerk in Dept 16), Director of Public Servicing, Public Registrar, HAS Supervisor, HQS Supervisor and a Director of Clearing.

THIS IS THE MINIMUM DIV 6 YOU MAY HAVE.

ESSENTIAL FUNCTIONS

A brief description of Division 6 functions is as follows:-

Public Relations Area Control, voluminous public contact work, heavy public book sales, attractive convincing introductory demonstrations and miniature courses, active groups and well paid field staff members. (Reference: HCO PL 12 Nov 71 How to Raise Your Own Statistics and Pay.)

The essential functions are listed and described as follows:-

1. Public Relations Area Control: Consists of these duties:-

- A. Classifying, researching and listing the various publics that exist.
- B. Locating who the Opinion Leaders are.
- C. Surveying the various publics and Opinion Leaders for what they want, what is popular, public relations and preferences.
- D. Formulating from surveys what to campaign and push and tailoring PR messages that hit the right buttons (per surveys) for the right publics.
- E. Contact and getting Opinion Leaders on our side giving us favorable mention and assistance.
- F. Image and Appearances of the org, policing same and keeping them acceptable to the public.
- G. Community PR, liaison and participation to increase favorable image.
- H. Campaigns and PR programmes using surveys, contacts, events, mass media to get across our PR message.
 1. News-stories, press, TV and Radio to increase Scientology impingement on the public.

These duties if performed will create favorable opinion and response from publics and get them into the Org.

2. Public Promotion: The make-up and getting printed of effective public promotion pieces addressing the right publics with the right message aligned to surveys that are attractive and will bring people into the Org. Such items are Info

Packs, handout tickets, handout flyers, mailed pieces, posters and public advertisements placed in news media. Books and the introductory services of Dept 17 are promoted heavily aligned to what the public wants by survey. Heavy volume public promotion is a must. FSMs and volunteers are used to distribute promo by hand and mail.

3. *Success:* Interviewing all service completions and soliciting success stories from same. Putting all completions on the meter to ask Key Questions to verify satisfactory results. Routing back to Qual for correction and completions that are not happy or satisfied or that do not pass meter questions. Categorizes success stories into types of successes and results. Distributes and posts success stories and makes such available for use in Div 6 and Div 2 promotion pieces. All these duties add up to ensuring Good Word of Mouth.
4. **Tours:** The touring of groups in the community and Field to get people into the org. A Tour action would be to effectively demonstrate and introduce the attendees to Dn and Scn, bring about reach and sign them up on the spot also selling books. Reaches and sign ups are turned over to the Public Reg for follow up.
5. *Introduction and Demonstration:* Consists of Testing, Intro Lectures and Events and Public Courses that effectively introduce the public to and demonstrate the workability of Dn and Scn. Such activities get the Public interested enough to buy something. The Public Courses consist of HAS and HQS. All these things are Public Services.
6. *Public Book Selling:* The large voluminous selling of books to the public. On the street and when public come into the org. Memberships can and should also be sold.
7. *Public Registration:* The sign-up and enrollment of all new business into the org. The public are signed up, followed up, enrolled and re-signed up until they have received the needed introduction through Public Services and have enrolled for their first Major Service at which point they become the responsibility of Dept 6 registration.
8. *Field Activities:* Getting the Field-FSMs, groups and Franchises to sell books, disseminate and select the public into the org. Making the Field active. Making the Field use Sen tech to improve their lives and others. Assisting groups to form and making them prosperous. Goodwill and assistance to Franchises. Keeping the Field advised of successful actions, award programmes and delivery successes through newsletters. The appointment of FSMs and getting them active. Running and conducting an Auditors Assn to get Field Auditors active and assisting the org. Policing the payment of Commissions for selections; this and the encouragement of selecting activities are pushed through to make well paid FSMs.

It has been found that Orgs not doing well-low staff pay-troubled income, etc have an undermanned Div 6. By actual observation these troubles were promptly remedied when Div 6 was manned up-almost miraculously!

Let's have a miracle for your Org!

Let's have a Div 6!

DIV 6 MAKES IT SO AN ORG STAFF MEMBER CAN SURVIVE!

Lt. Cmdr. Diana Hubbard
CS-6
for
L. RON HUBBARD
Founder

LRH:DH:sb.rd

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[Revised and reissued on 28 October 1972 as HCO P/L 14 November 1971R Issue 11, same title, in the 1972 Year Book.]

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MINI DIV 6 ORG BOARD
 T
 MINI PUBLIC DIVISION
 DISTRIBUTION SECRETARY
 J

PURPOSES
 DEPARTMENT 16

REALIZATION
 DEPARTMENT 17

CLEARING
 DEPARTMENT 18

DEPT OF PUBLIC CONTROLLING DEPT OF PUBLIC SERVICING

DEPT OF CLEARING

DIR OF PUBLIC CONTROLLIN
 t (Held froin- above by-Dist Sec)

DIR OF PUBLIC SERVICING

DIR OF -CLEARING

SURVEYING
 IMAGE & APPEARANCES

DEMONSTRATING
 (EVENTS & INTRO USING
 DEMONSTRATION) TESTING

FSMS
 GROUPS
 SPECIAL PROGRAMMES

PR AREA CONTROLLING
 ADVERTISING & NEWS STORIES
 PROMO MOCK UP & SUPPLYING
SUCCESS UNI

PUBLIC BOOKS SELLING
 MEMBERSHIPS SELLING
PUBLIC REGISTRATION SECTION
PUBLIC REGISTRAR

AUDITORS ASSOCIATION SECTION
SECRETARY (VOLUNTEER)

SUCCESS I/C

NEW BUSINESS & PUBLIC ENROLLMENT
 PUBLIC REG FILES
 PUBLIC FOLLOW-UP &
 RE-ENROLLMENT

REGISTRAR (VOLUNTEER)

PROMOTING SECTION
VOLUNTEERS
 HANDING OUT PROMO
 MAILING OUT PROMO
 BRINGING IN BODIES
t TOURS SECTION

PUBLIC COURSES SECTION
HASSUPERVISOR

HQSSUPERVISOR

VFP: **Active Hatted Field.**
 STAT: **Value of FSM Commissions Paid.**

VFP: Now People Brought In.

VFP: **A) People Interested Enough to Buy
 Something and Do.**

*Post Name Here
 t Held from Above, Repeat the Name

STAT: No. of New People Brought In.

STAT: No. of New Names to CIF
 STAT: No. of Hatted ScientIOGistS

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remirneo
Class IV Orgs
C/0-ED Hat
HES Hat
OES Hat
HAS Hat
OIC Hat
Distr Hats

HCO POLICY LETTER OF 28 NOVEMBER 1971
Issue 11

PUBLIC DIVISION STATISTICS

Reference:

HCO Policy Letter 26 Nov 1971 -
Div 6 Public Registrar Reinstated
HCO PL 14 Nov 1971 -
Mini Public Div Org Board

Amends:

HCO Policy Letter of 5 Feb 1971 Issue I
All Orgs OIC Cable Change
HCO Policy Letter 5 Feb 1971 Issue IV
(Ltd Non-Rernimeo FEBC Orgs Only)
FEBC Exec Dir OIC Cable Change

EFFECTIVE FOR CLASS IV ORGS FOR THE WEEK BEGINNING 29 DECEMBER 1971 AND ENDING 6 JANUARY 1972 FOR THE FIRST REPORT, AND EFFECTIVE THEREAFTER.

With the re-introduction of the vital Public Registrar line in Division 6, the Public Division GROSS DIVISIONAL STATISTICS are:

- I. Number of New People brought into the org.
2. Number of New Names to Central Files.
3. Number of Scientologists fully hatted.
4. Value of FSM Commissions paid.

DEFINITIONS

I Number of New People brought into the Org:

These are new, raw public coming into the Org for the first time for Testing, Events, Introductory Lectures, to see the Public Registrar or for any reason in the direction of wanting to know about Scientology.

The statistic is counted whether the person buys a book or service (Public Service in Div 6 or Major Service in Divs 4 or 5) or not.

The stat is calculated by counting up the number of interviews done by the Public Reg at the end of the week and cross-checking these with the invoices from books sold to raw public. These invoices can be simply designated RP (raw public) for fast cross-check when Bookstore person is invoicing during week.

2. Number of New Names to Central Files:

This is anyone who has bought something from the Org for the first time, whether this is a book, HAS Course, HQS Course, or any other service sold-either paid in part or in full, and whose name is not already in Central Files.

This does not authorize the illegal practice of counting a new name to C/F as someone who bought an "FSM Magazine" or some other small item. The least item bought is a book.

A book sold by an Org FSM is a new name to the Org's C/F. The FSM must,

however, send in the name and address of the buyer with evidence of sale to the Dir Clearing.

3. Number of Scientologists fully hatted:

Scientologists who have completed the hat of a Field Scientist.

4. Value of FSM Commissions paid:

This is the total value of all Field Staff Member Commissions paid by the org that week to FSMs.

The statistics are the 4 GROSS DIVISIONAL STATISTICS of the Public Division of a Class IV Org.

WEEKLY OIC STAT REPORTS

The 4 Public Division GDSs that are to be reported on the weekly OIC stat cable from week beginning 29 December 1971 and week ending 6 Jan 1972 are therefore:

1. Number of New People into the Org, 2. Number of New Names to CF, 3. Number of Hatted Scientologists, 4. Value of FSM Commissions paid.

The additional Pub Div stat of Basic Completions, though not a GDS, is also reported.

PROCEDURE FOR REPORTING

Current Div 6 GDSs being reported are continued up to and for 3 weeks following the specified change.

Every *new* stat reported from the date of change is prefixed with the word "NEW".

The format of the OIC cable during the 3 weeks following the change is as follows:

For Non-FEBC Orgs:

... /G1 divided by No. on *Staff* *NEW* No. of New People into the Org/No. of people routed to the Public Registrar/No. of Basic Completions/No. of New Names to *CF* *NEW* No. of Hatted Scientologists/FSM Commissions Paid/Sig.

For FEBC Orgs:

... /G1 divided by No. on *Staff* *NEW* No. of New People into the Org/No. of people routed to the Public Regl *NEW* No. of Basic Completions/No. of New Names to CF/No. of Hatted Scientologists/FSM Commissions paid/Total Value of books sold/Sig.

From the 4th week of date of change and thereafter, the OIC cable is reported as follows for both FEBC and Non-FEBC Orgs, with only the 4 Div 6 GDSs listed and the additional stat of Basic Completions and without the prefix "NEW" before the new GDSs being reported-

... /G1 divided by No. on staff/No. of New -People into the Org/No. of Basic Completions/No. of New Names to Central Files/No. of Hatted Scientologists/ FSM Commissions Paid/Sig.

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HCO Aide
for
L. RON HUBBARD
Founder

[Revised and reissued on 28 October 1972 as HOO P/L 28 November 1971R Issue 11, same title, in the 1972 Year Book.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 DECEMBER 1965

Remimeo Franchise Field Staff Members

Distribution Division

Dissemination Division

DISTRIBUTE: TO SPREAD OUT SO AS TO COVER SOMETHING

The setting up of a communication network for Scientology that will encompass Planet Earth is the job of Distribution Division.

This dept must have a 3600 angle vision and must never shut the door on any promotional channel or idea. Keep a file for every promotional idea you are given, however crackpot, and always politely acknowledge these.

Scientologists on their way up start getting big ideas. Don't overlook the fact that they are becoming more capable of big actions.

As they come up they want to expand and communicate. When a Scientologist in your area wants to make a contribution, use it. They ARC break very quickly if denied the right to contribute. Why make enemies of them when we need their shoulders at the wheel? Div 6 is broad dissemination and there is scope on board for everyone's talents.

Div 6 is a very large activity, and it's going to take a large team in every area to get it moving as it should.

The widening of the Franchise programme should get a lot more people active. Keep an eye open for the most effective and encourage them all you can. Don't forget that the Franchise holders and Field Staff Members are working for Div 6. Give them all the assistance you can and make them feel they belong in the organization setup.

We are committing an overt on the Public in that they can read entheta about us in the press, but they don't know where to find our theta comm lines. Make sure every point of public enquiry-libraries, tourist bureaux, police stations, etc, have our info packs.

Don't be reticent about selling hundreds of books, they're the best entrance point to the subject.

Get the Distribution Centre Scheme set up in every area under your org's jurisdiction. Appoint Distribution Officers and get their hats on (Hat Write-up attached). Appoint as many as you can-anyone who has bought and read a couple of books can be one.

They'll get the usual discount (50% on orders of 100 of I title for the books over 6/- & 50% discount on orders of 200 for the books 6/- and under). If they do it properly they can make a living selling books.

They are to order their book supplies from St Hill and we will handle them promptly.

Make the Distribution Officers FSMs so they can select people as they go.

Have metal plates made up that they can display on their front gate, IT' x IT' green background, yellow lettering, Black "S" like this:

SCIENTOLOGY

1~

BOOK DISTRIBUTION
CENTRE

Have them deposit with you the amount you paid for the metal plate.

Also, 1 want more Level Zero orgs. Twenty orgs in fifteen years is not the pace to take Earth. I'd like to see another twenty by Christmas 1966.

Div 6 St Hill will be assisting successful Franchise Centres to obtain Org Status, and a complete rundown for the achievement of this must be made available to them.

So get going on lectures, Road Shows, mailing list promotion, Congresses, Groups and Book Distribution, and see your income climb!

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 OCTOBER 1967
Issue 11

Remimeo

ORG EXEC SEC AND DISTRIBUTION
(Effective 1 Nov 67)

Any Org Exec Sec who does not have a full time Distribution Secretary who has that post only and whose Div 6 is not fully operating in all departments with all Dist Programmes is automatically in NON-EXISTENCE and has no rights as his omission amounts to a restriction of his org and nullification of the efforts of his staff and a betrayal of humanity.

Failure to have a Distribution Division effectively operating in all departments is a withhold of processing and salvation from the human race.

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L. RON HUBBARD
Founder

[This Policy Letter was amended by HCO P/L 28 April 1968, same title, bringing it into line with the 9 Division Org Board by changing *Distribution Secretary*, *Div 6* and *Distribution Division* to *Public Executive Secretary* and *Public Divisions*. A complete copy of the amending PIL can be found in Volume 7, page 74.)

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 APRIL 1968
Issue II

Gen. Non, Remimeo Franchise

DIVISION 6 DISTRIBUTION

Division 6 is an extremely important area of action on the Org Board. This division keeps the new people coming in, businesses continuing and expands an organisation.

So in fact much is required of Division 6 personnel. They must be of high cause level and action carrying out the old programmes and building additional new ones.

It is very clear that without a distribution an Org will not go very far.

To understaff this division or to unmock it with ineffective staff is an act of unstabilising an organisation's future and depriving Scientology of a faster dissemination level.

Dissemination Division is also very important but where would it be without Distribution creating a public for it to disseminate to? Exactly nowhere and expansion would dwindle more and more each day.

There are specific qualifications required of Division 6 and its personnel-

1. That each Division 6 has a Secretary and one person at least covering each department. It should also have a full time bookstore keeper.
2. That every Div 6 personnel knows all policy pertaining to Division 6.
3. That every Division 6 personnel be at least Grade 4 Release.
4. That everyone in Div 6 has their Staff Status 1 at least before eligible to work in Distribution.
5. Anyone with a thick ethics folder is NOT allowed to work in Div 6.

When a Division 6 personnel has fulfilled all the above requirements they are fully entitled to wear the Division 6 Badge.

- Infinity

9k -ARC brassy metal

DIVISION SIX

Obtainable from Qualifications WW.

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Lt. Diana Hubbard
Staff Hostess
for
L. RON HUBBARD
Founder

[Amended by HCO P/Ls 31 March 1969 Issue III, Public Divisions Staffing Qualifications, page 94, and 7 April 1969, Division 6 Pins, page 95.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 AUGUST 1968
Issue 11
(Reissued from Flag Order 1182)

SEA ORGANIZATION

REASONS WHY DIV 6's DON'T FUNCTION

The most basic not having staff in Div 6.

1. Appointing Division Heads that have not proven themselves, that don't know their hats, and don't do the purpose of Div 6.
2. Having staff members who are continual ethics trouble.
3. Div 6 Head using money as a justification for not getting the job done.
4. Staff members not knowing their own functions much less the functions of other staff members in same Dept.
5. Div 6 in endless cycle of creating something new but not actually doing anything and not completing outstanding cycles and those that are doing constructive actions are being stifled by SPs.
6. Personnel dressed raggedly, not clean, and shaven.
7. Creating mystery around their work.
8. *Having Tigers* on staff.
9. Tolerating out ethics of personnel by Division Head.
10. Chaplain tolerating people falling off the org board.
11. Not defending own hats.
12. Not wearing own hats.
13. Individuating.
14. Transferring personnel from Div 6 and within Div 6 too fast.
15. Senior tolerating staff which was PTS, and not routing to Qual for correction.
16. Spending money for necessary supplies and leaving supplies covertly or overtly behind and not delivering badly needed supplies for Div 6.
17. Not having an up to date mailing list.
18. Not having a large mailing list.
19. Losing mailing lists.
20. Not mailing to a mailing list and maintaining an inactive list.
21. Mailing to a mailing list but only sporadically.
22. Address plates not filed properly (i.e. in paper boxes).
23. Losing address plates.
24. Executives having to continually bypass immediate seniors in order to get compliance.
25. Introverting into own area rather than staying on purpose line: "Capturing and controlling the public".
26. People put on post and "supposedly" getting grooved in, but not learning about post,
27. Dev-T.
28. False Reports.
29. Not having pertinent HCO Pol Ltrs concerning Div 6.
30. Not complying immediately with programs in existence that have been previously put out by L. Ron Hubbard.
31. Viciously endangering Scientology by goofing up and enturbulating legal lines.
32. Working in other Divisions while pretending to be on Division 6 staff.

The above listed outnesses are ways that Div 6 keeps off the purpose line that L. Ron Hubbard explicitly laid out: "To capture and control the public".

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CS-5
Tech and Qual Aide
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 SEPTEMBER 1968

Remimeo

VITAL ORG ACTIVITIES

An Org which doesn't hold

1. Sunday Church Services
2. PE Evenings
3. 3 Congresses a year

is fined £500 or \$ 12,500 for each mission for any violation of the 3.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 JANUARY 1969

BOOK AND FILM FESTIVALS

We will enter book and film festivals when possible.

When these are entered with a book or film it is of no use to just enter one festival or contest. Many are entered and then you will get some results.

Any requested appearance for L. RON HUBBARD will be met by a personal representative with a statement by L. RON HUBBARD to be presented.

There are a lot of these contests and we have some winners.

All arrangements and appearance at awards will be co-ordinated via CS-6 Sea Org.

Cmdr. Bill Howey
CS-6 for

L RON HUBBARD Founder LRH:ei.rd Copyrightoc 1969 by L. Ron Hubbard ALL RIGHTS RESERVED

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 JANUARY 1969

Remimeo

THE PUBLIC DIVISIONS

The manning of the Public Divisions in a busy org is to be put into effect at once. Captivating the public is not done by two people. It takes a team. This is sorely lacking currently.

The function of the Public Divisions is outflow. If the Public Divisions are not outflowing, it is useless. The support for outflow is the internal mocking up of the Divisions and org as a whole.

Public Divisions, from this date on, using Standard Policy, go forward with banners flying. The great reward in the field of promotion is to be able to sell an "ice box to an eskimo" or to be a promoter who can sell a car to a car salesman.

Our task is easier. Our job is selling freedom for Man. Promoting it. Making it known. Showing the public what is needed and how to get it.

The phrase "the greatest show on Earth" now has an application in other zones. It applies to the story of Scientology. This story is a big one, the biggest yet, and as chapters are written for this story, the Public Divisions are out in front with promotion. Getting people in. Making the story known.

I can assure you if getting out a flyer bothers you, boosting morale is a trial, or you can only see a few feet beyond your nose, the Public Divisions are not the place for you. The Public Divisions have a commodity to promote called Scientology.

Much of the data which has never reached the public or been made use of is now going to be used. The Public Divisions' scope is now expanded. This story will be known, known well, loud and clear. After all, it's only promoting Truth. Truth is simplicity. It's a simple job.

Public Divisions have as a function the support, via the Chaplain's Court, of morale in the org staff. High morale is the key to success. This is done in two ways.

1. Information. This is letting staff know what is going on. This has to be done so that the purposes of the individual staff members can be aligned with the overall purpose of Scientology. Public Divisions are morale.
2. The Chaplain's Court, picking up the morale of staff by picking up any loose threads on Ethics matters and seeing that they are cleaned up and properly handled.

Inter-personal relationships are the business of the Chaplain, to settle for all concerned. So the 3rd Party Policy is properly applied, the Chaplain having to know this policy verbatim.

Now there is the support function. The rest is outflow, outflow, outflow.

The outflow, if properly proportioned to what we are promoting, would, all at one time, cause much distress on the information lines of the planet currently.

So you see we have a long way to go.

Now, without further discourse, let's get hot. This is Scientology-the freedom for Man. Let it be known.

Commander Bill Howey
CS-6

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for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 31 MARCH 1969
Issue III
(Amends HCO PL 24 April, 1968, Issue II)

Gen Non-

Rernimeo Franchise

PUBLIC DIVISIONS STAFFING QUALIFICATIONS

The Public Divisions are an extremely important area of action on the Org Board. These Divisions keep the new people coming in, businesses continuing and expand an Organization.

So in fact much is required of Public Divisions personnel. They must be of a high cause level in carrying out the old programmes and building new ones.

It is very clear that without the Public Divisions an Org will not go very far.

To understaff these Divisions or to unmock them with ineffective staff is an act of unstabilizing an organization's future and depriving Scientology of a faster dissemination level.

Dissemination Division is also very important but where would it be without the Public Divisions creating a public for it to disseminate to? Exactly nowhere and expansion would dwindle more and more each day.

There are specific qualifications required of the Public Divisions and their personnel:

1. Anyone with a thick ethics file is NOT allowed to work in the Public Divisions.
2. Any new Public Divisions staff who do not attain Staff Status I within three weeks of joining the Divisions are to be sent to PCO for reassignment.
3. Any new Public Divisions personnel must be Grade IV Release within one month of starting in any of the Public Divisions.
4. Each Public Division must have a Secretary and three Directors on post.
- S. There must be a fulltime booksalesman on post.
6. Every staff member in the Public Divisions must be Staff Status IV within two months of appointment to any Public Division post.

When any Public Divisions personnel has achieved Staff Status IV and Grade IV Release he or she is fully entitled to wear the Public Divisions Badge which is obtainable from Qualifications WW via your own Org Dept of C and A.

-INFINITY

Brassy Metal

-ARC

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Tom Morgan	- Public Exec See WW
Jim Keety	- Qual See WW
Bruce Glushakow	- HCO Area See WW Ad Council WW
Rodger Wright	- LRH Comm WW
Jane Kember	- The Guardian WW for

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Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 APRIL 1969

Gen Non-Rernirneo
Public Div Staff
FSms
Gung-Ho Groups

DIVISION 6 PINS
(Amendment to HCO PL 24 April 1968)

A

In addition to Public Divisions Staff Members, FSMs and Gung-Ho Group Members may also wear the Division 6 Pin, provided they meet the following requirements:

1. That each FSM knows all policy relating to FSMs, and does not have a thick ethics folder.
2. That each Gung-Ho Group Member knows all policy relating to Gung-Ho Groups and does not have a thick ethics folder.

The pins are obtainable from Qualifications Division of your local Organization.

Jeff Hawkins Success Sec Pubs Org Sandra Johnson Public Exec Sec Pubs Org Doreen Casey CO Pubs Org Tony Dunleavy CS-6 Ken Delderfield CS-7 for L. RON HUBBARD Founder

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EXECUTIVE DIRECTIVE FROM L. RON HUBBARD

LRH ED 54 INT

10 December 1969

SUPERIOR SERVICE IMAGE PROGRAM NO. I

TO ALL PESs:

Dianetic Course being taught and Dianetic Auditing being used in Franchises shows that Dianetics is popular.

By having Dianetic Auditing going in the field you have the makings of an org boom if it is handled right.

It is an old maxim IF AUDITING IS OCCURRING IN THE FIELD ORGS WILL BOOM.

It is no real concern of ours to try to hold the field versions Standard. They mess up pcs and students. They always will. A militant org attitude to keep the *field* straight is silly. Let them flub as you are trying to control something you cannot. You can only do the best you can by teaching the best you can in the org.

The *real* org action is to put it out that IN AN ORG WE USE AND TEACH HIGH GRADE STANDARD TECH IN DN and SCN.

The whole org message is, If anyone gets roughed up in the field training or processing THE OFFICIAL ORGS EXIST TO STRAIGHTEN OUT THE STUDENT OR PC. ALL HE NEEDS TO DO IS COME IN TO AN OFFICIAL ORG.

If the org is trying to guarantee *their* training and processing in some group or franchise (and it can't) then it gets a black eye.

If an org exists to handle the rough cases, then it is the place to go.

A line to Franchises to the effect that the org will be happy to handle their rough cases or pes if they send them in to the org (at the student or pe's own expense) will be received as very welcome news.

An org is not just another Franchise and competitor and MUST NOT GIVE THAT IMAGE.

The org is the benign source of the groups and Franchises and helps them out.

THIS IMAGE MUST BE REBUILT FAST BY EVERY PES WITH FRANCHISES AND PUBLIC.

It's all Standard in the org. If the field auditor needs help the Org gives it by straightening up his individual students and pcs if they'll just come in.

The image is that org service is superior because it is.

The Official Org must be more standard than anything happening in the field or in Franchise.

MAJOR TARGET:

To establish and publicize the official org as the source of helpful standard actions.

PRIMAR Y TARGETS:

L The PES to see that all Franchises and potential FSMs in the zone of his org are known to him and in his address plates.

2. The PES to organize his lines of comm to FSMs and Franchise so that mailings to them are easily run off on address and so that he can duplicate messages easily.
3. To get PES's staff organized so this is a smooth action.

VITAL TARGETS:

To establish the org as the actual source of data and standard actions in his area.

OPERATING TARGETS:

1. Develop mailing pieces for FSMs and Franchises concerning the willingness of the org to handle their rougher pcs and more difficult students.
2. Send letters of advice to Franchise reception on how to direct persons the Franchise has not helped to your org.
3. Warn Franchises and FSMs about the dangers of putting unhelped cases back into their area and give them programs to prevent it including sending them to the org.
4. Originate further programs such as "Be sure that you have your case folder sent to the official org when coming for upper training and processing."
5. Explain the role of an org in your magazine.
6. Build ARC with Franchises.
7. Send nice leaflets for handouts by Franchises to leave around and FSMs to hand out concerning Scn services and Academy Training at orgs, the leaflets not to chop their own service lines.
8. Prevent Qual in your org from chopping at field and Franchise out-tech, have them explain instead that anyone with out-tech should be sent to the org.
9. Alert the OES and HCO ES on "Rights of the Field Auditor" so as to reduce the warfare with field and Franchise.
10. Advise the Letter Reg via the HCO ES of these points and keep a watching brief on the Letter Reg lines and on phone procurement. Don't let them chop the field, yet get the benign attitude across.
11. Alert the OES and keep a watching brief that your org is delivering very exact high level standard tech to students and pcs.
12. Periodically alert the E/O to watch out for any squirrelling in your own org.
13. Build the helpful standard attitude wherever possible.
14. Obtain staff co-operation on this image and its sales points.

L. RON HUBBARD
Founder

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LRH:Idm.rd

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From L. RON HUBBARD

Through: Hubbard Communications Office
163, Holland Park Avenue, London, W. I I

PROFESSIONAL AUDITOR'S BULLETIN No. 36

1st October 1954

A BASIC COURSE IN SCIENTOLOGY-PART C

THE USE OF SCIENTOLOGY MATERIALS

The first thing a Scientologist should know about Scientology is the use of its materials.

The materials of Scientology are not its tools. Its tools are processes-its materials are books, tapes, Professional Auditor's Bulletins, Journals, letters and experience.

Now that we are operating from the standpoint of a known subject and known processes, we can handle material much better than before. Now that we know that auditors can be trained rather easily to use Standard Operating Procedure 8-C, Opening Procedure, and that they are happy to learn it, and that it will produce results for them, we would be very foolish, as schools, as auditors, as individuals, to abandon this gain.

The materials of Scientology are designed to communicate. That is all very well, but TO WHOM - AND WHEN? Certain of the materials of Scientology can be communicated with ease to people that never before heard of the subject. Certain others can be communicated to people who have been in association with Scientologists but who are not auditors. The higher level of material and data can be communicated to people who are in training to be auditors. Certain other material can be communicated to people who have been trained as auditors. And if we do not recognize this fact, and if we do not follow it, then we are going to produce a confusion with Scientology, and we are going to turn people away from Scientology, and we are going to defeat Scientology in doing what it is trying to do.

For a long time Scientology was in a state of change sufficiently rapid to be bewildering unless viewed as an orderly whole, taken with cognizance from the Original Thesis through Book One, up through Advanced Procedure and Axioms, through 16-G, 24-G, and Professional Course Tapes. But now there is no further excuse for using this material in a muddled fashion. To give you some example of this, I recently received a bulletin from an area in the United States which has a history of being confused and introverted on the subject of Scientology. This bulletin was from two auditors who should know better. It was an announcement. It had been mailed to a hundred and fifty people who were more or less interested in Scientology, including some auditors in that area. And this bulletin proclaimed that the Professional Course Tapes, July, 1954, intended for the training of HCAs would be played as public lectures for these people over a few evenings. A telegram was sent to these two auditors, telling them that if they committed this crime against themselves and Scientology that their training privileges would be suspended for five years.

What would happen if they did this thing? Here are the Professional Course Tapes, designed to be played to a student after he has been thoroughly taught Opening Procedure 8-C, Opening Procedure by Duplication, Remedying Havingness, and Spotting Spots in Space, as well as Significances. After the many weeks which would be spent in teaching the student these named items, it would then be possible to communicate to him with the Professional Course of July, 1954, and only after a student has been so trained would he be further trained by playing these tapes to him.

Why is this? It is because one is talking as an instructor when he is talking to any public audience. He is talking as a teacher. Is his purpose, then, simply to confuse his audience and make them turn their backs on something which is confusing, or is his purpose to degenerate what he knows into the same level with all other confusions, or is it his purpose to inform his audience? If we in the HASI have learned over ten arduous months of communicating Scientology directly, face to face, with people who

are there solely for the purpose of learning, and in communicating Scientology less directly to the American public (as in Operation Phoenix), if we know now, and assert that we must either communicate data as data and skill through the stages of Opening Procedure, Opening Procedure by Duplication, and the rest, to bring a student into any understanding of what Scientology is all about, and if we assert that we have not been able to communicate to the general public intelligently except by using the mildest and most permissive data, then this, representing the combined efforts of myself and some of the most trained and skilled auditors in Dianctics and Scientology, should be taken with some weight.

Bluntly, you cannot avalanche data on to the heads of partially trained, poorly comprehending people, or people who have no real conversance with auditing at all. And if you try to do so, you will fail, and Scientology will fail, and the people in the area will not have the least idea what you are trying to do. And they will walk away from your meetings, and they will walk away from your group sessions completely confused and vowing to themselves to have nothing further to do with Scientology. And they will not tell their friends about it, and people who should be brought in to be helped will not be brought in to be helped. And so a great many people, by this misunderstanding of the uses of the materials of Scientology are being denied the benefits of Scientology simply because these materials have not been handled with intelligence.

Yes, I know that we have just learned this, but that we have just learned it makes it no less emphatic. However, one supposes that somebody who has been trained should have better sense than to use something with as much dynamite in it as the Professional Course of 1954 as fit diet for cursorily interested people.

Another shocking incident occurred in another area where a person who had finished an Advanced Clinical Course Unit actually permitted a mailing piece to go out to a great number of auditors from old Dianetic days, which had scrawled all over the back of it in large letters, "The meat of an \$800.00 course for \$38.50," and this refresher course pretended that it would, in five evenings, bring these auditors up to date on Scientology, and pour into them material which it had taken this graduate of the course four hundred and thirty-two hours of hard study to begin to assimilate. The course graduate did not do this, but permitted it to be done. Of course there were considerable repercussions because of this. A Professional Course graduate was an HCA or BSen before he began the Advanced Professional Course. Most of the people in these units extended their training from the six weeks minimum up to twelve and fifteen weeks, since this could be done without further charge. Nobody is going to relay the material these people received in any five casual evenings.

In the first instance, where the Professional Course was going to be played in four or five nights as social entertainment, only chaos would have resulted. The two auditors doing this have often wondered what was the matter with their area, why more auditing was not done in their area, why, when they brought groups together the groups did not stay together. The reason is very plain. Instead of actually teaching these people something, these two auditors had been falling back on material taken from courses designed for people who were there to be trained and who had already spent considerable time in training. These auditors had done, previously, with other material, the same thing they were trying to do with the Professional Course. As a net result, the people in their area who came to them for a night, or two nights, would find only a steady avalanche of data far too technical for their assimilation. And out of those recordings would come sufficient restimulation to send them away, never to return.

On the other hand, think what would happen to an auditor, interested in the quality of auditing and the reputation of Scientology in an area if, after leaving such a thing as the Professional Course or finishing his training with a Doctor of Scientology, he should reach out for all the people who had ever been interested in auditing in the area, bring them in, and teach them how to run Opening Procedure of 8-C. In other words, to teach them, step by step, painfully and painstakingly, until they had it as a complete purity, until they had it drilled and engrained into them so that they could not avoid doing it right, think what would happen to the auditing skills, and think what would happen to the reputation of Scientology as an immediate result.

Where public lectures are concerned, the HASI has a series of eight hours of tapes which describe Scientology, its various efforts and benefits. These; are designed for the public at large. They do not so deluge individuals that they create a confusion, but

simply spark their interest and curiosity sufficiently to bring them to a level where they will at least wish to experience some of the benefits of Scientology or desire to pursue it further.

There seem to be certain rules forming here about the use of such material, and these would be more or less as follows:

1. Express to the general public only as much concerning the benefits, organization and practice of Scientology as would give it hope, without confusing it or embattling it with its prejudices.
2. When giving Scientology to people to use, give them only the simplest tools, render them completely practiced and *conversant with* those tools, and only when they are expert in them give them data.
3. Instead of talking about Scientology, apply it.
4. The simplest processes are the best processes.

One could say that Man was a complicated animal simply because he is a simple animal and will not face it. When you have seen what we have seen here at the *International Headquarters* of the HASI, result from a continuous application to a psychosomatic illness, to psychosis and neurosis, of *Opening Procedure 8-C*, you will *only then* begin to understand what an essentially simple mechanism Man is, and how hard he works to be a complex one.

But only when you have been trained to use such a thing as *Opening Procedure of 8-C*, arduously enough to demonstrate that it is done just exactly the way it is done and no other way for hours and hours and hours and hours, will you understand what we mean by *training*, and will you discover that people can be trained.

The Director of Training in London who is, at this writing, completing the first course of this new type of *training writes*: "The present Course is going well. The students have had days of *Opening Procedure*, both of 8-C and by Duplication. It has been exceedingly interesting to watch. We have spent about a month now getting across the simplicities in actual practice, spending, for example, a whole day on 'Something you wouldn't mind remembering' and 'Something you wouldn't mind forgetting' and two whole days on *Spotting Spots in Space* and *Remedying Havingness*. The spirit is very high and I think we will turn out the best bunch of HPAs ever. We have hammered home auditing by observation of communication lag. It certainly is a wonderful system, because auditors surely cannot miss with it. I know the students going through now will not."

The grades of Scientology are: General Member, HASI; Scientology Group Leader; HCA (HPA); BScn and DScn. These are grades of knowingness of the subject. They demonstrate levels of skill in the subject and they very adequately demonstrate the results which can be expected for these skills show up in terms of preclears.

Group auditing sessions, when done by the simplest of commands, reducing every communication lag for every member of the group, are the most effective group sessions. Here again we have simplicity at work. Here we have processes being used right.

If we expect Scientology to communicate itself throughout the populace of the world, it had certainly better be communicated as it can communicate. If this is not done we will be standing here talking to ourselves.

L. RON HUBBARD

This is the second PAB Ron has written about training. The next PAB will take up further aspects of it.

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NOT HCO POLICY LETTER ORIGINAL COLOUR FLASH
NOT GREEN ON WHITE
HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 15 SEPTEMBER 1959

All Franchise Holders HCO Sees Assn Sees

DISSEMINATION TIPS

For a very long time we have been working on optimum dissemination to find out if there was such a thing.

Over the years we have found that in order of importance the following methods were workable.

Personal Contact: This by far is the very best method of dissemination. It is better done on individual basis rather than talking to groups since there is the factor in groups of being able to escape by saying "they aren't talking to me". Personal contact then means just that. No matter whether it is done to friends and then to other people or secondarily to total strangers there is nothing better than personal contact.

Books: Personal contact usually requires books to back it up. But books make a personal contact all by themselves if they can be put in the right places. If the library nearest you had some book about Dianetics and Scientology granted by you to them and your name and address was in the front as donor, you would get people calling on you. HCO WW Book Admin recently made books available for this purpose at a very reduced cost. You send in the cost of the books and the books are sent to your local library-providing you give HCO WW the address-and the books are sent with your name and address in them straight to the local library. Books placed in bookstores works mildly but it should be done. Books such as Problems of Work or Dianctics Evolution of a Science should be on hand in plenty to put in people's hands. HCO WW is making stacks and stacks of these available to you at very small cost as soon as we can get enough copies. You can get them by the hundreds from Saint Hill and from your Central Org when this gets going. Dianetics Evolution of a Science is available now in a small edition in the UK and you can get it only from Saint Hill at £2 for 50 copies at a crack. That's less than they cost us, Books we have learned the hard way must be heavily in circulation or we get nobody in the front door. You can always tell a Central Org slump is coming whenever booksales drop off. Central Org boom occurs about two or three months after book sales go up. All Central Org promotion gen begins with "given books in circulation then . . ." so you can easily see that the success of any neighbourhood depends on getting books into circulation in that neighbourhood. At 409o discount an auditor can get them into a bookstore without losing on it.

A comment: We are trying so hard to make HCO Saint Hill self supporting because we want to get books collected in quantity and out at low cost. If you are trying to work without books to pass around you're in trouble.

Casualty Contact: A fruitful source of HAS Co-Audit people is casualty contact. This is very old, is almost never tried and is always roarily successful, providing the auditor goes about it in roughly the right way. Using his Minister's card, an auditor need only barge into any nonsectarian hospital, get permission to visit the wards from the Superintendent, mentioning nothing about processing but only about taking care of people's souls, to find himself wonderfully welcome. Ministers almost never make such rounds. Some hospitals are sticky about this sort of thing, but it's only necessary to find another. It's fabulous what one can get done in a hospital with a touch assist and locational processing. Don't pick on the very bad off unconscious cases. Hit the fracture ward and the maternity ward. Go around and say hello to the people and ask if you can do anything for them. Now here's how auditors have lost on this one. They omit the following steps: They fail to have a card with their Ministerial name on it with their phone number. They fail to have a telephone answering service. They fail to tell the people they snap away from death's yawning door that they can have more of this stuff simply by calling in. They get so involved in the complexities of medical (ha) treatment and so outraged at some of the things they see going on that they get into rows with medicos and the hospital staff. And also they pick unconscious patients or people who are halfway exteriorised already. This is a pretty routine drill really. You

get permission to visit. You go in and give patients a cheery smile. You want to know if you can do anything for them, you give them a card and tell them to come around to your group and really get well, and you give them a touch assist if they seem to need it but only if they're willing. And you for sure make sure that somebody is on the other end when they ring up. Giving them a schedule of your HAS Co-Audit will avail much. I've got a book scheduled the "sick person" as a working title that will make good fodder for this. But your statement, "The modern scientific church can cure things like that. Come around and see," will work. It's straight recruiting.

Newspaper Ads: Costly and hard to get taken sometimes, newspaper ads still work very well for the HAS Co-Audit. The best ad to date on actual test is "no matter how bad your problem is, something can be done about it, phone . . ." also, "Body? Mind? Spirit? Who are you? Phone . . ." also works.

Talking to Groups: This seldom produces much results and when you give away literature too this isn't cheap. I am sure it is worthwhile for a good speaker and has been done with success but it is mostly useful in the production of future contacts and is not very useful otherwise in general experience.

Co-operating with Groups: This is almost totally unworkable according to past record. A group is composed of individuals. As a group it normally has a different goal than you. Business firms in some areas responded well but in the US the record of this is very poor. It is far far better to spend weeks getting to meet the man in charge and then handle only his personal problems, and only then get into what his group is doing. A straight attack on groups is a waste of time.

Newspaper Stories, letters to editors, these are all more or less a liability and should be avoided.

Radio ads have produced results but only when accompanied by lectures on the subject. Radio spot ads are worthless.

Posters and billboards have produced now and then some very spectacular results. This depends on what they say. In the LA area a bunch of posters scattered around town once produced a very heavy attendance.

This has the advantage of being cheap.

General comment: What you are up against in disseminating Scientology is the generality of what we do. When you cover all of life and all living things you don't have enough point of concentration for people in general to follow you. They get such hazy ideas of it all and life to them is wrapped in such covert obscurities that they don't track with you, they just go into their engrams and know that whatever it is you're talking about must be beyond them. To disseminate successfully you have to have an APPARENT goal that is understandable to the audience or person at his tone level and with which he will agree. Show him then something about himself and the battle is pretty well won. We try too often for a total effect on people and try to tell them everything there is in a single moment. The motto here is: don't try to overwhelm, just penetrate. If we attack with our eyes open we will guide this penetration just as we guide a session. We don't try to sell Scientology then. We give an apparent and understandable goal of what we're doing and then put the person or persons to whom we're talking into a state of being interested in their own cases. The use of the Dianetic idea of the Reactive Mind is almost infallible. I once told a casual fellow passenger on a short train ride: "Say, did you hear about them isolating the freudian unconscious?" I said this because he looked like a scholarly bloke. And he said, "No, who did that?" And I said, "Oh, some scientists." And I said, "Yes, they found it was the sum of all man's bad experiences and nothing more mysterious than that." And he said, "That's interesting." And I said, "What was your last bad experience?" and he said ... well, he was in session and called me up later. Another fellow I met on a bus. I said, "They've found the dynamic principle of existence and it's about time." And he said, "What?" and I said, "Yes, they know what makes a man tick now." It looked for a while like the machine would win and he said, "What was it?" and I said, "The urge to survive." And he said, "Vell I always thought it would be something like that." And I said, "I don't know. Have you ever had the urge to succumb?" and of course he was in session too, only I had to get off. I once tied up the whole US Senate lunch room with these remarks, and if you can get a senator to listen instead of talk, you've done something. Another time on a boat I said dreamily so a girl could overhear me: "I wonder if man really does have a soul?" And she said, "Oh I don't think so really, isn't it all a lot of religious talk?" And I said, "Try not to be three feet back of your head." Gave her

an hour or two of processing and she's still interested.

Don't try to persuade. Penetrate. Don't try to overwhelm. Penetrate. And even a newspaper reporter will fall in your lap. (The last one that came down to see what mud he could sling didn't sling any because I showed him an E-Meter, told him not to say anything and then located, by asking questions which only the meter answered, his last car wreck, who was hurt and what part of his body was injured and how many years ago it was. Man, he looked at that E-Meter like he was a bird and it was a cobra. But he sailed off into a full run of the engram and I walked him through it three times until he had good somatics turned on, told him I wasn't going to really put him in it because it would hurt, and ended the demonstration. He didn't write any mud.)

Take an E-Meter to a boy scout meeting and watch the fun. Send notes to their parents when you found them in a bad way. Use an E-Meter as a dissemination weapon.

When you can do these things to people they know we know what we're talking about. You don't have to explain.

Don't explain. Penetrate. Don't overwhelm. Penetrate. And you'll have HAS Co-Audit going in no time.

We are the first group on earth that knew what they were talking about. All right, sail in. The world's ours. Own it.

L. RON HUBBARD

LRH:brb.rd

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W.I

HCO BULLETIN OF 21 SEPTEMBER 1959
Re-issued from Saint Hill

BPI

AN IDEA FOR PROMOTION

Here is a promotional idea which is aimed at attracting salesmen into Scientology. The text is taken from a Telex dispatch written by **LRH to HCO See** London: -

We should run an ad for salesmen. Our intention would be to get people who could handle people. Their idea would be to increase their sales capabilities. Programme this one for the near future. Find out which paper is the trade journal of salesmen and into which they look for finding a new job. That done, then run an ad for PE as follows:

Treble your selling record
Communication is the key
Free course in how to communicate
To people
Come to Personal
Efficiency Foundation
Monday night At seven-37 Fitzroy Street, W.I.

Then make sure that the Personal Efficiency Foundation realizes that salesmen may be there, and to stress how to communicate to people. Then move them into a newer longer comm course and get them into Co-Audit. We'll wind up with lots of salesmen who are Scientologists. Because they are salesmen and see a lot of people they'll disseminate.

Thinking this over, I'm sure that if we just hit salesmen heavily we'd win straight on through up up up. A salesman is a sucker for a salestalk (see Overt Motivator Sequence) therefore they'll buy any high pressure salestalk ad about increasing sales by learning communication. It is a tailor made cynch.

But it gets you off the spot. An HCO See is really the programme director of HASI in addition to other Hats, but lo-you won't make it if you take on programmes and have no laps to drop them into. As these special capers are really night or part time jobs you wouldn't have to worry if you had sixteen dozen trained salesmen who were also professional Scientologists. This would take some time to complete but I think we had better start on it now because you have disease prone arthritics as a test run, but if it goes you'll swamp. For instance Eliz in Melbourne is so critical (rightly) of the Co-Audit Unit that she herself is taking it for a while to show them it could be done, and that's all right but who backs up Eliz after she grooves it in?

If all the salesmen in Australia were interested in Scientology, some would always be on tap ready trained to handle the public, and the others would be telling their clients about it. I know one salesman who took a couple of courses and then sold over three million dollars worth of stuff to people by auditing them and selling them too. This is general so we know it works. Above is a sample ad. Here's another which is scientologically rigged to reach a salesman:

Want to make millions in selling? Want to make people really WANT Your product? Learn human communication secrets at the Personal Efficiency Foundation address.

Write up some mimeo literature, rig the PE course on how to look at the parts of life, give them some sample TRs in the first week, then run them into a sweating rough comm course, and finally grease them into a PE version of upper indoc and finally get them into Co-Audit. What's stressed throughout is human relations.

If you made it your goal to put every salesman in your whole area through the PE you'd be able to programme safely and your area dissemination rig-up would be solved.

I know from experience salesmen are heavy on taking courses.

PH:iet
28.9.1959: hrd
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Peter Hemery
HCO Communicator WW
for
L. RON HUBBARD

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

HCO BULLETIN OF 23 SEPTEMBER 1959

HCO Franchise Holders
HCO Area Secs
HCO Vol Secs
Assn Secs

THE PERFECT DISSEMINATION PROGRAM

Some months ago a famous Scientologist wrote me and asked me to appoint a committee to 'Work out the perfect dissemination program using all the tremendous technical information we had in Scientology as a basis'. Although I did not appoint the committee the matter stayed in mind and here a few weeks later I pulled it out of the 'bull pen' and attached an answer to it.

The conditions of a perfect dissemination program would be, of course, maximum dissemination with minimum effort. This adds up to an instantaneous postulate which soars around the world without even using space. Now I may be fairish at postulating but at the moment, due to state of case no doubt, I am not quite up to doing this. Therefore as far as we are concerned at the moment we have to have some mess in the line.

The perfect dissemination program would do the following:

One: It would use existing comm lines within the society as these are already grooved in and our time would not then be spent trying to make channels but would be spent in simply using them.

Two: It would not be costly as in advertising but would in fact itself make money and finance its own way.

Three: It would carry an easily assimilable message.

Four: It would direct attention to immediately useable facilities.

Five: It would not challenge any existing powerful group, but would further the ends of the most grooved comm lines in the society so as to forward them as well as Ours.

Six: It would run itself and keep going after being given a push, and its impetus would not depend on the rough new creation at every moment but could become a pattern to be continuously created. Thereby we would not all be getting out of pace for it has been observed that we progress as far as we standardize.

These and other conditions would give us a nearly perfect dissemination system. Naturally it would have to be able to work in any kind of an area for any kind of an activity and not depend upon specialized areas found seldom in the society.

Well, you evidently still need me around because I will now have to get to work and write up a 'perfect dissemination program' that matches all the above conditions. It will get franchise holders out of any dissemination difficulties they're in if they just hold on and do it. It will perk up even Central Orgs if they need it, and for it can be written a series of pamphlets and books which have a chance of remaining constant for a long time to come-thus they can be printed in quantity and distributed widely and easily.

Naturally I'm the first victim of it because I will now have to get to work and write up a whole new series of things from beginning to end and dream up and test a lot of technology and pass it on. But we're not stalled until the picture is perfect, and anybody can tear into this even without literature and fly by the seat of his or her pants until we can get the manuals and complete know-how worked out.

Well, that's enough sales talk. What, you're grinding your teeth to know, is the **PERFECT dissemination** program. Aha-I've got a surprise for you. You'll agree at once that it is.

One: The most grooved comm line in western society is selling. To this is devoted the time and talent of some of the most accomplished men in the society. Signposts, sandwich men, broadsides, billboards, newspapers, radio advertising, TV advertising, skywriting and now implantation are all devoted to selling. But the final landing of orders is done by the SALESMAN.

Two: Salesmen are always faced with the problems of reaching the other fellow's mind in order to make him buy something and are fascinated by any idea or know-how that accomplishes this for them. Salesmen have paid out billions to get trained, informed, genned and groomed about selling. And while we were teaching them they would be paying us and would be buying a good package.

Three: We can train the salesman to communicate to the buyer in such a way as to make the buyer want something and buy it. But we can give the salesman our message to use not as idle chatter but really as something helpful to him with the client, and that is the fact that hope exists for people with difficulties and that hope is spelled Scientology. And the slightly more complex message would be that communication solves anything.

Four: This program would direct first the salesman's attention and then his client's attention to PE courses as a reasonable means of handling life better.

Five: The groups in the western world that hold most of the strings even in a socialistic society are the producers of goods, and these want these goods distributed. Anything that forwards this action is on the side of the most powerful groups and Scientology is then not opposed to them. In a supersocialism the problem drops a degree: Their problem is getting people to produce and in this activity they employ a great many people and it would be these people we would have to be working with in a totally socialistic state but that's not yet.

Six: As any and all technology useable in selling is 'way back when' in Scientology there isn't much need to go out on a big research program to get the gen. We've got the gen for this project.

Well, that's the rationale of the main points. Of course there are many other points in its favor. You can think of dozens. One of these is that the salesman, selling all the time, is a good target for any sales-talk-see Overt Act-Motivator Sequence. Therefore our sales-talk can be outrageously strong and will appeal. Another point is that the most recent patron saint of salesmen is recently dead-the late Dale Carnegie had almost his total appeal to salesmen and was quite successful, but since his demise his organization has been going downhill rapidly. With all due respect to a large figure in the 20th century, his technology was an appeal to the 1.1 and failed on the cornerstone of reality. Salesmen bought it but found it was far from a good answer to selling. Therefore they will be ready broadly for a new school of thought.

A salesman sees more people in a day than other people see in a month. Therefore he is himself an excellent comm particle. And he always needs something to talk about. And we have already a wonderful record in selling gains where salesmen are concerned. We have some examples of men who after studying Scientolo.-Y, continuing in their saleswork, made ten to fifty times the number of sales as a result. Where a business firm is conservative and will buy only something to increase production, its salesmen are free agents in getting training and should be appealed to as such.

Probably the most rapid gain financially that any individual could make from getting trained or processed would be the salesman, as he. works on commission and his ability to reach would be instantly reflected in his income. Therefore he is as an individual a good investment.

The basic liability of this program is the critical attitude of salesmen toward a

poor presentation and anything not dressed up as a course would find them snorty. But we have an answer to that. When they criticize presentation of a PE course we would use that criticism to enlist their assistance. 'But that's why we need your help' should be the innocent rejoinder.

First and foremost the step which should be taken by you now is to discover what publication carries the most ads for salesmen and what publications, newspapers or magazines in your area are read by salesmen or are printed for salesmen. Into such should be inserted an advert more or less as follows:

Want to Make Millions in Selling?
Want to Make People Really
WANT
Your Product?
Learn human communication secrets
at the
Personal Efficiency Foundation
(address)

That done you'll have time to get grooved in for the responses (as per the programming bulletin).

The course should be revised for all, not just salesmen, along the following lines: A free combination of PE and Comm Course wherein there is lecture and there are drills. A paid Comm Course using the Basic TRs of the Comm Course. A repeat of the Comm Course again with a little upper indoc or just plain Comm Course again. A Co-audit using "From where could you communicate to a ... ? (body part)" as per dropping meter on assessment. Before the student has a chance to get bored with the Co-audit, another Comm Course. More Co-audit until bodies are down to the clear reading stably. And then and only then an HAS Certificate. All fees paid by the week. All fees high enough to command respect.

The total mission would be to teach the salesman to confront and communicate to bodies. The total lecture gen to be centred around the ARC triangle. The texts to be Problems of Work and Science of Survival. Examination on texts to be given.

In later bulletins I'll give you a lot more gen on this. The point is here, if you agree with this, jump in-perhaps riot to the extent of committing all working channels to this one channel, but to the point of testing it out and sending me the results.

If this becomes in fact the perfect dissemination program then we've got it made and made again. For with this basic communication network working in the society we will have something to build upon toward higher goals and a better world.

L. RON HUBBARD

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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 million 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. I, 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 NZ, 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.

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L. RON HUBBARD

NOT HCO POLICY LETTER
ORIGINAL COLOUR FLASH
NOT GREEN ON WHITE

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO EXECUTIVE LETTER OF 21 MARCH 1965

Gen Non-Remimeo

To: ALL HCOs
ORG/ASSN SECS
PE DEPTS

SUBJECT: **PE COMES AFTER THEY HAVE READ A BOOK**

The following is a report paraphrased from the Director of PE in Washington DC, pertaining to a Pilot Project on Testing as a dissemination line for PE.

"Dear Ron, On Jan 4, 1965, we began a small ad in the Washington Evening Star on the Testing Clinic. The ad ran for 15 consecutive days and produced 13 people in for testing, of which 10 came back for evaluation of tests. None came onto our lines. Three books were sold. On Feb 4th we tried the 2 inch ad with text from HCO Pol Ltr 24 Nov and 2 Dec 1960. The ad ran for 2 weeks and 11 people came in for test, 9 came back for evaluation. There were no sign ups for Academy and HGC, and only one came into PE and he was drunk. Best, Andy."

Ron's reply follows:-

"FCDC.

PE AD. You were recently (autumn 1964) required only to advertise books. It was not explicit but one thought ads would now be books.

Interview failure is totally attributable to this: People say, "What is Scientology?" of an org. *Org* says, "Buy this book." (Problems of Work is best.) *Never* let anyone talk to such persons. Just coach reception to say, "This book will tell you all about it" and sell the book.

Until new Dissem Drills are out and coached this is the total. PE comes in *after* they have read a book, *never* before.

You have omitted the first Dissem Step "Buy a Book" and so have no PE.

Get your Book Sales line in, put the PE invite at the back of the book.

All this is undergoing improvement but the above bare bones have worked for 15 years.

PE ads direct have never worked.

L. RON HUBBARD"

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Issued by: Marilyn Routsong
Acting Executive Director

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

HCO POLICY LETTER OF 23 OCTOBER 1965

Remimeo Field Staff Members Sthil Grads Sthil Students

DISSEMINATION *DRILL

The **Dissemination Drill** has four exact steps that must be done with a person you are disseminating to.

There is no set patter, nor *any* set words you say to the person.

There are four steps that must be accomplished with the individual and they are listed in the order that they should be done:

1. *Contact* the individual: This is plain and simple. It just means making a personal contact with someone, whether you approach them or they approach you.
2. *Handle*: If the person is wide open to Scientology, and reaching, this step can be omitted as there is nothing to handle, *Handle is* to handle any attacks, antagonism, challenge or hostility that the individual might express towards you and/or Scientology. Definition of "handle": to control, direct. "Handle" implies directing an acquired skill to the accomplishment of immediate ends. Once the individual has been handled you then-
3. *Salvage*: Definition of salvage: "to save from ruin". Before you can save someone from ruin, you must find out what their own personal ruin is. This is basically-What is ruining them? What is messing them up? It must be a condition that is real to the individual as an unwanted condition, or one that can be made real to him.
4. *Bring to understanding*: Once the person is aware of the ruin, you bring about an understanding that Scientology can handle the condition found in 3. This is done by simply stating Scientology can, or by using data to show how it can. It's at the right moment on this step that one hands the person a selection slip, or one's professional card, and directs him to the service that will best handle what he needs handled.

These are the steps of the Dissemination Drill. They are designed so that an understanding of them is necessary and that understanding is best achieved by being coached on the drill.

COACHING THE DRILL

Position: Coach and student may sit facing each other a comfortable distance apart, or they may stand ambulatory.

Purpose: To enable a Scientologist to disseminate Scientology effectively to individuals. To enable one to contact, handle, salvage and bring to understanding another being. To prepare a Scientologist so that he won't be caught "flatfooted" when being attacked or questioned by another.

Patter: There is no set patter. The coach plays the part of a non-Scientologist and displays an attitude about Scientology upon being approached by the student. The student must then handle, salvage, and bring the coach to understanding. When the **student can comfortably do these** steps on a given coach's attitude, the coach then

assumes another attitude, etc, and the drill is continued until the student is confident and comfortable about doing these steps with any type of person. This drill is coached as follows:

The coach says, "Start". The student must then (1) contact the coach, either by approaching the coach or being approached by the coach. The student introduces himself and Scientology or not, depending upon the mocked-up situation. The student then (2) handles any invalidation of himself and/or Scientology, any challenge, attack or hostility displayed by the coach. The student then (3) salvages the coach. In this step the student must locate the ruin (problem or difficulty the coach has with life), and point out that it is ruinous and get the person to see that it is.

When (3) has been done, you then (4) bring about an understanding that Scientology can do something about it. Example: the coach has admitted a problem with women. The student simply listens to him talk about his problem and then asserts-"Well, that's what Scientology handles. We have processing, etc, etc." When the coach indicates a realization that he did have a problem and that something might be done about it, the student presents him with a selection slip, or a professional card, routing him to the service that would best remedy the condition.

The coach must flunk for comm lags, nervousness, laughter or non-confront. The coach would similarly flunk the student for failure to (1) contact, (2) handle, (3) salvage, and (4) bring to understanding.

Training Stress: Stress giving the student wins. This is done by using a gradient scale in the coach's portrayal of various attitudes, and staying with any selected until the student can handle it comfortably. As the student becomes better, the coach can portray a more difficult attitude.

Stress bringing about for the student the accomplishment of the purpose of this drill.

A list of things to handle and another of ruins to discover can be made up and used.

Do not specialize in either antagonistic attitudes or an eagerness to know about Scientology. Use both and other attitudes. One meets them all.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 NOVEMBER 1969

PES Hats
PRO Course
Dir Ethnic

INDIVIDUALS vs GROUPS

The wide survey done in accordance with LRH ED Int I August 1968 "Broad Public Questionnaire," the results summarized in LRH ED Int 37 of 23 November 1969 "Reform Mailing Result" gives us two valuable data:

1. DO NOT LECTURE OR DISSEM TO SOCIAL OR PUBLIC GROUPS. (The full list is in these 2 LRH EDs.)
2. DISSEM TO THE INDIVIDUAL WITH PROBLEMS NOT THE GROUP OR INDIVIDUAL WHO HAVE SOLUTIONS.

Public and Social Groups

Public and social groups, from governments to garden clubs, are organized around some agreed upon solution and were organized because of and to support some fixed solution such as an ideology or a quick buck or a dominance system.

In such a case you are talking to and at an idea fixe. It fears anything that might shake its pet aberration.

Indeed, by addressing it directly as a group by a lecture or a mailing you can solidify the consistent antagonism it feels to anything different to its ideas.

Such groups are also a mutual protection society and their members are to a greater or lesser degree personally defensive but collectively aggressive.

Such groups can usually be neglected in matters of dissemination.

They can be approached only within the framework of cooperation when your aims and theirs seem to or can be made to seem to have something in common and only then if you don't try to "sell your wares" to their members. Even a mutual support idea is a touchy matter and has to be very smoothly handled with top PRO.

To a nation at war, for example, everyone not of that nation is a potential enemy and allies are traditionally barely tolerated and suspiciously so at that.

In a "dog eat dog" world, such as Man is continually told it is, political and social groups have other foundations than a simple wish to assemble or to make things go right.

Thus a mailing list to a governmental, public, social or professional (non-scientific) group is a WASTE OF TIME, and can even do harm. This includes any list of individual members of such groups.

They are not there to make a better society, but to have mutual support for some special idea.

We also long ago learned this cynical axiom~ "Groups tend to perpetuate the conditions which they are formed to combat." For example the Beers groups "to bring legal rights and better treatment to the insane" in 1905 advocates as the "mental health" associations of today which advocate easy seizure and mayhem while still talking about the late Clifford Beers.

Nobody ever heard of polio until it really got anti-polio groups.

Deficient in technology to accomplish their ends and dependent at last on the evil they fight to gain support, the group types listed in LRH ED 14 1 Aug 68 are found to fix into a solidified idea that brooks no challenge and which imagines anything else is a challenge to it.

So don't waste your time except to fix up an alliance and do that only by discussing points of close agreement in purposes not your own subject.

Exceptions will of course be found.

We sent these mailings to check reform codes. We also found it is worthless to dissem to specialized groups.

We also had this datum earlier. A franchise based its whole dissem programme on approaching and working with specialized groups and went broke promptly.

Groups can also be unpopular in the extreme as witness certain governments. A certain percentage of the poor response told us to attack the American Medical Association and American Psychiatric Association.

The Individual

The bulk of the individuals on the planet are "unaligned". This is about 92% of the population! This figure is taken from countries involved in heavy insurgent attack.

The commotion of "mobs" one reads about in the press, the "opinion of the people" are usually propaganda nonsense gotten up by specialized groups who are less than a thousandth of the population. They are staged and pushed by newspapers who are solvent only on funds that make them pro- or anti-. Newspapers represent so little of "public opinion" they are seldom generally liked. Supported by specialized groups they pretend to "public opinion" in order to increase the impact of the message of special interests. Billionaire Nelson Rockefeller, favourite son of US big interests, mud-balled on a flying tour throughout Latin America almost everywhere he stopped got the most placid US and the most violent European press on the same incidents one ever read. Neither one represented any "public opinion".

In the hard reality of insurgency campaigns when propaganda is at highest intensity, when all the chips are down 92% just aren't on either side. They simply wait to see who is winning if they have any ideas at all.

This tends to say 92% of a population do not belong to groups. The figure is not too far wrong.

This gives us a new insight into the one out of twenty in any purposeless gathering who suddenly objects to Scientology.

YOU COULD HAVE HIM IF YOU INVARIABLY ASKED "ALL RIGHT, WHAT IS YOUR SOLUTION TO THINGS?"

You would probably get a harangue about fascism or legal rights. Lord knows exactly what you'd get but it would be the idea fixe of some specialized group.

Newspaper reporters are usually serving by direct orders, specialized groups. "Tile Vicious Catholics and the Heroic Protestants" "The underhanded Left and the holy Right."

By the natural selection of firing any reporter who isn't a devoted advocate of the special interest group behind the publisher any disaffected newspaperman isn't on that paper long. Freedom of the Press as it is laughingly called does not extend to Freedom of reporters! The unaligned reporter is left to take up other lines of work. The closest you can come is to control the publisher or to indicate alliance with the paper's interests to the reporter,

The Special Interest Individual is a member of a group united by an idea fixe. He has a SOLUTION. Any other idea he considers a potential enemy of his solution. Thus his comm will occur, hidden or exposed, to forward special interests. When the comm is hidden it becomes disinterested or vicious as it is over the top of the withhold of his alignment with a special interest.

Comm is possible only by discovering his special interest and indicating alliance with it. The comm then will probably be a bit grudging but it occurs.

However, this leaves us about 92% of the world's population with whom comm is possible, especially on a personal basis.

In this 92% one has a uniform factor, a common denominator of personal survival,

The special interest fellow would comm only on his 3rd dynamic special interest and sometimes even commit suicide on the 1st dynamic to defend that special interest.

But 92% have some idea of personal survival and therefore can individually comm about things that would increase their survival potential.

Summary

We can repeat "Disseminate to those who have problems not those who have solutions."

Thus there is little point in disseminating to a university as it has solutions for everything. There is every point in disseminating to a student as he has the problems. But even here many students also have *the* solution-to get a degree to magic carpet them to life and the buck or are in the process of espousing special interest groups.

So one can say one can usually disseminate to a student who has PROBLEMS.

There would be no point in disseminating to a police force. There would be every point in disseminating to a policeman who has problems.

There would be no point in disseminating to the War Ministry but every point in disseminating to soldiers who have PROBLEMS.

The only "risk" one runs is some special interest group believing their prey are being stolen from them.

One can easily make the error of believing special groups are interested in general betterment.

With Earth as it is, prey is a better word than patient to describe a psychiatrist's special interest attitude.

And "prey" is a better word than "citizen" to match the thoughts of some government agencies.

Now it so happens that people don't like to be "prey" and they resent the large majority of special interest groups the moment they discover they are such.

It opens the door widely to dissemination to get a clean look at the fact that upwards of 92% of a population are not on the side of anyone. The large majority of these have problems.

Thus dissemination can occur.

We who are simply trying to make individuals better and so improve the society, without any other axes to grind or drums to beat thus have the majority potentially on our side.

L. RON HUBBARD

Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 SEPTEMBER 1970

Remimeo
All Staff
PRO Course Checksheet
Franchise

FIRST POLICY

The first policy of a Scientology Org, laid down on about 8 or 10 March 1950, is:

**MAINTAIN FRIENDLY RELATIONS WITH
THE ENVIRONMENT AND THE PUBLIC.**

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L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
LONDON

Extracted from CLINICAL PROCEDURE OF 20 MAY 1954

ATMOSPHERE OF THE CLINIC

The atmosphere is a most important part. It should be business-like and friendly. By no means should any person be allowed on the premises who does not have business there. There is nothing so disturbing to a preclear as to have a bunch of auditors hanging around discussing techniques and their own cases or seeking to recruit clinic preclears.

[Unsigned]
Issued by HCO London In Digest I re-issue of 18
March 1958.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO BULLETIN OF 21 SEPTEMBER 1958
(Re-issued as HCO POLICY LETTER OF 22 OCTOBER 1962)

CenOCon
Franchise
Field

[Excerpt]

**NEATNESS OF QUARTERS
- THE PUBLIC KNOWS US BY OUR MEST -**

A part of everyone's hats is keeping a good mockup in people, offices, classrooms, quarters.

Keep your desk and your Mest neat and orderly. It helps.

And when you see things getting broken down or run down or dirty, fix them or clean them or if you can't yell like hell on the right comm line.

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L. RON HUBBARD

[Excerpted from HCO Bulletin of 21 September 1958 (re-issued as HCO P/L of 22 October 1962), *Theory of Scientology Organizations*. A complete copy is in Volume 0, page 31.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 AUGUST 1965
Issue II

Remimeo

CLEANLINESS OF QUARTERS AND STAFF

IMPROVE OUR IMAGE

There is no quicker way to depress income and public goodwill than to have dirty quarters and slovenly staff.

While we know it takes income to make a place look smart and to have elegant quarters, this is not the point of this policy letter.

Clean floors, walls, woodwork and service rooms require *very* little. Clean washrooms and proper paper towels and tissue are an ordinary requirement.

As the world goes more beatnik it is hard to keep up a standard of cleanliness and good order.

But it can be done.

And for the sake of income and goodwill it must be done.

The world has been educated by business to a tradition of clean quarters and smart service. We must at least equal that.

Staff should be uniformed in orgs that can afford it. A clean well dressed staff inspires confidence and begets the payment of bills and more service.

The private Scientology practitioner fails mainly on his personal lack of professional address to his clients and his personal dress is sometimes pretty grim. This is what costs him his income.

An org, to get anywhere at all, has to look like a real org and its staff must look like professionals. Until they can be uniformed, they can be clean.

Similarly, until you can have really swanky quarters you can at least have clean quarters, walls, WCs and things picked up.

A *clean* set of quarters and a neat, professional looking staff can increase your income by about 500%.

IMPROVE OUR IMAGE.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 FEBRUARY 1969

CenOCon Public Exec Secs Ecs LRH Comms

RELIGION

Visual evidences that Scientology is a religion are mandatory on the PES.

Any staff who are trained at any level as auditors (but not in AOs) are to be clothed in the traditioned ministerial black suit, black vest white collar silver cross for ordinary org wear.

Creed of the Church is to be done big and plainly posted in public areas.

Stationery is to reflect the fact that orgs are churches.

All public literature must state that Scn is religious philosophy.

Since its first incorporation as HASI Arizona all orgs have been Religious fellowships by corporation statements,

All orgs are now Churches by their C of S of California affiliation.

The minister's course is a requisite for permanent certification

The legal decisions handed down on Scn by US high.courts uphold it as a religion.

It has never been anything else. It seeks SPIRITUAL FREEDOM.

This may or may not be publicly acceptable. This is NOT the point. It is a requisite defense and it is true. Those are the points.

Reinforce this in all possible ways.

L. RON HUBBARD
Founder

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[Amended by HCO P/L 9 May 1971 Issue II, *Scientology Org Staff Uniforms*, and reinstated and added to by HCO P/L 2 September 1971 Issue II, *Religion-Scientology Org Staff Apparel*, both in the 1971 Year Book.]

HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 JUNE 1969

Remimeo
PRO Course
Checksheet
Div 6

THE ORG IMAGE

A poor org public image can cost an org 9/10ths of its income thus greatly curtailing pay and facilities. It can lead to trouble with the area. It can reduce the expansion of Dianetics and Scientology to near zero.

When important people enter an org and find its premises messy, themselves and their requirements neglected, the org not only loses their fee, it also loses the important friends who would actively protect it.

If an org and its staff displays a downstat image, public confidence in Dianetics and Scientology is shaken.

By showing a good org mock up we are living examples of what Dianetics and Scientology can do.

There are several zones which comprise the org image.

1. Premises, particularly the entrances and interview and service areas. These should be neat, not cluttered up with baggage, paper, tattered notices or unsightly things.
2. Public comm lines. Letters and mailings should be correctly addressed with the right name and not sent to several addresses for the same person. The appearance and tone of any mailings and communications should be good and not offend. "Friendly and agreeable responses" was the first order I ever gave to an org.
3. Staff. Appearance and attitude to the public.
4. Service Delivery, assurances of.
5. Publicizing values of service.
6. Publications, appearance and suitability of distribution.
7. Alliances with suitable groups and leaders, with due regard to local "ethnic" values. (Publicly admired values.)
8. Eradication of enemies on public lines with due regard to local ethnic values (publicly detested values).
9. Alignment of promotion with things publicly admired and against things publicly detested.
10. Advertising, effectiveness, suitability and lawfulness of.
11. Membership expansion.
12. Group expansion.
13. Expansion planning of facilities.

Contemporary "Public Relations Officer" duties in business firms are not as embracive as the above 13 points. These are loosely classified as follows (quoted from their texts).

- "1. To keep management informed of public opinion, and of events and trends likely to affect its reputation.
- "2. To advise management on the policies and actions it should adopt in order to gain and keep public **good will; and on the likely effects, in terms of public** opinion, of any policies and actions dictated by other factors.

"3. To apply public relations techniques to solve problems in which the company's reputation is at stake and to maintain a continuing, positive programme of action to secure good will, presenting the company in all its aspects to all its audiences by every appropriate means of communication.

"The executive side of the public relations man's work includes the company's relations with the press, radio and television; the production of many kinds of printed matter, including company reports, house magazines, wall charts, brochures and even books; films and film strips; exhibitions; the design of company stationery; the way a firm receives its visitors; a watching brief on the way it answers its telephone calls, writes its letters, handles complaints; its policy on donations to charity and an infinite variety of items beyond."

We often hear that we should hire a public relations firm to do all these things. The catch is that these firms have a high personnel turnover and new men on the "accounts" have to be rebriefed continually.

We have in the past hired contemporary professional PRO men AND THEY LAID THE FOUNDATION OF OUR DIFFICULT TIMES WITH PRO ACTIONS.

In Dianetics and Scientology we have gone up against a totalitarian conspiracy using "mental health" to control populations. This was not a normal PRO atmosphere as encountered by business firms. It began with war where the enemy controlled all news media and governments.

We had to be very *very* good indeed *to live through it at all*. Our "public" does not understand this. They are accustomed to sleek untroubled firms selling them "Wheaties the Breakfast of Idiots" or "go Slow gasoline" or "You too can be insane".

So in Dianetics and Scientology we have a job in PRO which far exceeds the usual company demands.

In ordinary PRO actions we have not done too badly in the past. For instance our people handling Congresses make the U.S. Democratic Party Convention PROs look like rank amateurs.

The enemy has used all available PRO and Intelligence techniques to hold us back, and as the enemy also controlled many key government figures, this has been a very rough time.

That we are alive at all and expanding shows we have not done too badly. The enemy is definitely losing.

The reason for this is INTEGRITY. By and large our people are sincere.

WORD OF MOUTH is a public relations comm line *superi or* to press, radio, television or Mr. Big.

Radio, press and TV only seek to create "word of mouth". This term means what people say to one another.

By standing for what people think is good and opposing what people think is bad greatly speeds WORD OF MOUTH.

We will go as far as Dianetics and Scientology work in the hands of auditors and no farther.

The enemy, lacking integrity, word of mouth and workable tech has not won despite total control of governments, press, radio, TV and all standard PRO media, plus financing in terms of billions.

Thus we see that there are three commodities above contemporary PRO concepts. These are:

A. INTEGRITY

B. WORD OF MOUTH

C. WORKABILITY AND USEFULNESS OF PRODUCT.

All the **PRO** advices and direction will not prevail if the above three things are not an integral part of "the company" PRO planning.

How much a **product COSTS** has some bearing on whether or not it is used. But unstabilizing prices, we have learned (such as a small increase) is utterly deadly. And reducing prices does not actually increase sales in our experience. The exception is the granting of 50% scholarships and giving certain courses as Field Staff Member prizes. And here it does seem that the STATUS value outweighs the monetary saving appeal. Therefore STATUS INCREASE is a vital part of the product.

However, whether Dianetics and Scientology have been at war or not, the first 13 points are what we would consider routine PRO actions which, if neglected would result in heavy income losses.

A staff idling in reception, offhand handling of callers, wrong address or names misspelled drive off customers. Aside from simply blocking sign ups these points also REDUCE CUSTOMER STATUS.

As our organizations are built (due to tech concentration) on handling the individual, any PRO must be very alert to any point which would seem to the "customer" to diminish his status.

A PRO should himself look at the given points from the viewpoint of an important potential "customer". Would the org environment and handling attract or drive off an important person (let us say, the Mayor) as a "customer". If the answer is "yes" in any point, then the Org is losing up to 90% of its income through these PRO omissions.

If a staff is poorly paid or the premises are poorly furnished, cluttered or dirty then the error lies in either the 1 st 13 or the above A, B, C points of PRO.

A PRO in advising actions to the EC (and he should have direct access to the Executive Council or Management) should be very wary of killing off the Org's vitality with too much militant control. The PRO also has the staff as a public. If one wants to clear sandwich-eating staff off reception the best way is to start a campaign for a staff lounge, get it and *then* forbid staff to clutter up reception.

The PRO in accomplishing PRO points is of necessity a creature of ideas even in getting his routine PRO actions done.

The enemy we have had gets very high points on 1 to 13 (omitting 4, assurances of delivery and 7 and 8 Ethnic points). Dianetics and Scientology orgs get rather low points on 1 to 13 (excepting 4, 7 and 8 which they do well).

Dianetics and Scientology orgs do well on A, B and C. The enemy utterly collapses on these.

If Dianetics and Scientology orgs did well on all points (1 to 13 and A, B and C) the battle would be won in very little time.

If a PRO is not working to bring points 1 to 13 and A, B and C all into full operation in his area, he is not doing his job. If he is doing all these things he is a very very valuable PRO and should be given every possible assistance on his job.

L. RON HUBBARD
Founder

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 NOVEMBER 1969

Rernimeo PES Hat PRO Course Chsht

APPEARANCE AND PRO

Anyone engaged in a personal contact PRO action should support his action by clean and neat appearance.

He or she is a symbol. A clean bright looking symbol emanates by appearance only. Thus any PRO action is reinforced by one's appearance. As the appearance is acceptable then the thought and words or action is made more acceptable and reinforces one's potential success.

If one's appearance is too bizarre or garish or if a girl is wearing too much perfume, appearance distracts from the thought or action and may make it fail.

Similarly a degraded appearance degrades the PRO action. Body odor, bad breath, dirty hands, face or fingernails all degrade one's message or intent and can make one's PRO action no matter how acceptable otherwise, fail.

One does not have to be handsome, or beautiful to reinforce a PRO action. It helps but it often also hinders.

Integrity and sincerity can communicate even more forcefully than appearance.

However, appearance has a definite role in PRO.

For instance a clean, neatly dressed lecturer has as a rule a far greater impact than one who is either very fancily dressed or at the other extreme scruffy.

THE ARC OF APPEARANCE

The Communication formula contains duplication at either end. In the presence of duplication of type or social class of appearance we get better A (Affinity) (can occupy same space), better R (Reality) (can agree because of similarity of caste or station in life) and hence Communication, lifted by A & R can occur.

The above is the actual operating law.

Thus average audiences or persons or persons in the West seeing their ideal of themselves (clean, neat, mannerly) if similarly but slightly better dressed, are impressed by appearance and receptive.

If however a PRO person were dressed that same way yet sought to impress or get the agreement of a Communist group in the East he probably would fail as he is a bourgeoisie (middle class) symbol.

I wonder if you notice that the world's rulers in this PRO world deserted top hats about 1920 and began to become upper class citizens in business suits by the 1930s and in the 1950s became "men of the peeeple" in ratty unpressed lounge suits.

To get the attention and sincere agreement of a bunch of collective farmers one would have to look like their ideal of a very good collective farmer and act accordingly.

On the other hand to PRO a movie star it would be necessary to dress 4 bit movie star-but not too much as they fear rivals in attention getting.

COVER

All this gets badly disarranged as a law when one enters the wonderland of "cover appearances". Then one must look and act like what the viewer thinks the personal

identity adopted looks like. Impersonating a real reporter one has to look like what the person being interviewed thinks reporters currently look like in that area. Notice we say "what the person *thinks* reporters look like". Actually reporters look like tramps or executives or MI-6 agents or what have you in real life.

But "cover" is a deception process and depends on perverting the comm formula by fooling the person or persons being seen addressed or interviewed and belongs more to an intelligence service than PRO.

ILLUSION

However, in PRO, one is actually creating an illusion or symbol that will be considered acceptable by those who see the image compatible with the message one is trying to put across or the data one is attempting to find.

ETHNICS

This subject of appearance is actually an ETHNIC idea. Ethnic means beliefs, mores, customs, patterns of thought or racial or religious stable data.

What do the people being seen think the PRO person should look like, dress like, act like to be asking or talking to them about that subject?

The Walla-wallas think someone with a new product should look like a witch doctor before they believe him. Politicians think one should look like a psychiatrist before appropriating a few billion for him. Savage Ugpugs only accept PRO from fat men. And the Romans only accepted it from bird entrails.

What type of communicator is acceptable? For what message? That is an Ethnic survey problem and the answer is only valid for the area in which it is obtained.

It is always what they *think* the ideal symbol is, not necessarily the usual symbol that gives that type of message to them. And it is what symbol *is now* effective as the old one may have become too common.

CONCLUSION

It is not a very involved subject. The Comm Formula in its entirety should be known and understood in PRO work.

The factors one is trying to instill are acceptability and belief.

Truth plays its own role as it is the highest R (Reality) there is. But sometimes the whole truth is too much and again it becomes the degree of R that fits in with the A and C.

Untruth, when exposed, can wreck ANY PRO symbol. And voicing a truth that is unbelievable can also cause the symbol uttering it to not be believable.

The need for impingement (enough jolt to attract attention) causes a lot of wild PRO think.

The mobs of people are sufficiently numerous today to cause a "herring effect". No one herring is given any attention by the rest of the herrings. PRO attempts to break out of this inattention by being a more startling herring. But if overdone, the rest of the herrings believe one is a shark.

To solve the dilemma, if it comes to a dilemma, it is best to be one's own self, but a clean neat mannerly version of oneself and if one has a message or reason to be there the PRO will usually come off very well.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 11 DECEMBER 1969

Rernimeo
PES Hat
Dir Eth Hat

(*IMPORTANT OR G BD CHANGE*)

APPEARANCES IN PUBLIC DIVS

The Appearance of the Org and Staff is transferred out of Department One which becomes the DEPARTMENT OF PERSONNEL AND ROUTING and may still be called RAP but should be changed on the org board.

In accordance with HCO Pol Ltr of 29 Nov 69 NEW PUB DIVS ORG BOARD.

APPEARANCES comes under the Department of Ethnic Div 6, Dept 16, Ethnic Acceptable Appearance Section.

The Public Exec See therefore is directly responsible for the appearance of the org, its staff, its literature and publications so far as appearance and acceptability go.

Appearances never worked under Dept 1. "Image" is actually a PRO function and it is of vital interest to the Public Exec See as otherwise his promotion may be dulled or rendered null. Appearance can even cause him much trouble.

The IMAGE of an org and its staff and its literature and publications actually is a form of projection into the public.

The reason it is in Dept 16 is that this is the first department of the Public divisions. Also it is something which has to be fitted into the values of the population where the org is located. They have definite ethnic ideas of what an org would look like, what a staff would dress like, what the literature should look like if any of these had a command position.

It is always easy when one has millions to spend to make a commanding image. The trick is to make it without its costing more than one can afford.

One has to make the money before one makes the full image.

There is much one can do-and has to do-at no financial cost or at a low price.

One can paint up a place with volunteer help for the cost of rented machines and materials.

Staff individual areas of responsibility ("Cleaning Stations") should be assigned via the HCO ES so that all areas of an org are covered. If one has a cleaning service this is still necessary as there is such a thing as litter. Newspapers, magazines, typewriters, machines-no cleaning service handles these. That is staff action because it's staff use.

Where one does not buy the staff its clothing one can still insist on clean hands, fingernails and cut hair, bathed bodies and brushed teeth, polished shoes and so on. It's poor advertising indeed when a staff member is dirty and unkempt.

When one has money and an Ethnic survey has determined what the population thinks a professional looks like, one can buy the staff clothes that forward a highly professional image to create public respect and confidence. Remember in this survey as in all Ethnic surveys, one does not copy professionals in the society as they *haven't* done a survey. One is interested in looking like what the public thinks a professional looks like. This is moderated of course by what the staff will then be proud to look like.

Reception and staff manners are part of appearances.

An auditor's bad breath or body odor can cost you quite a lot of gained ground. So this is part of it also.

A noisy atmosphere near auditing rooms or in reception, radios playing, staff chattering can spoil an image.

Children flying about and babies' nappies hanging are about as far as you can get from a professional image. Do all right for the Congo maybe but even there I can't imagine a ju-ju being taken very seriously in a hut so equipt.

The way to spoil an org image is of course to subdue or kill what successful Sen orgs have always been noted for-a happy, friendly, busy atmosphere. So the use of heavy ethics to produce image compliance is murderous. Pride is the primary reason for good appearance.

So staff cooperation and enthusiasm for the project is worth thousands of conditions seeking to force them to work for an image. Modern schools are so backward they don't teach personal appearance, manners, cleanliness. And a lot of staff just don't know any better and have to be taught what they weren't taught in schools.

Fighting to obtain and improve a suitable image is inevitably quite a task. If the org had lots of money it could buy its image. But without lots of money the image has to be gradually built. Cleanliness and neatness are the primary building blocks to respect in most societies.

An org without money has to have an image to make money but an image costs money and the org hasn't any. That's a typical problem. "We should have a building like the new Life Insurance Skyscraper" leaves the problem unsolved. There is a gradient between. You can pay so much rent you just work for the landlord or the bank. Or the rent is so high you can't afford enough space to earn the rent. Problems like that crop up.

If the Tech-Admin ratio of 2 Admin to 1 Tech is kept and even brought toward 1 to 1, and if promotion is excellent and effective and tech service and org service is good, it is easy to lay aside enough to earn new quarters. So the image can be improved.

Similarly literature quality is desirably very high. But its cost can rise to a point where it makes promotion too costly to be engaged upon. That has happened several times to orgs where they went overboard on too posh literature.

Quality of presentation of tape recordings-sound quality-definitely comes under Dept 16 now.

The org image is in the care of the PES. I trust he does well with it.

L. RON HUBBARD
Founder

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[Amended by HCO P/L 2 October 1970, *Appearances-Clarification*, page 53.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 OCTOBER 1966

Remirneo Franchise FSMS Exec Sees Dist Staff Hats

PUBLIC PROMOTION

We are expanding at a fast rate.

In order to keep our promotion orderly, and on lines, all future Public Demonstrations and Interviews on Scientology, for TV, Radio and Press, will be handled by officials appointed from Worldwide.

Any org member, Franchise Holder or FSM wishing to promote Scientology on these public lines must send in all details to their local Org Exec See who will send for an official approval from Issue Authority via ES Comm Dist WW for Org Exec See WW and LRH Personal Aide.

L. RON RUBBARD
Founder

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Rernimeo
Guardian WW
D/Guardian PR
Asst Guardians
Asst Guardians PR
Public Divisions

HCO POLICY LETTER OF 20 MAY 1970

GUARDIAN PUBLIC RELATIONSHIPS

The Guardian's Office handles certain publics which are its sole responsibility. These publics are as follows:

Press relations Government relations Special Guardian group relations Opposition group relations
Troublesome relations.

In press relations are included relations with the press, radio, television and magazines. Although the Public Divisions may place news releases, appear on radio or television or write stories for magazines, all such is done in co-ordination with and approved by the Public Relations Bureau of the Guardian's Office. Any reporter calling the organization is routed to the Guardian Public Relations Bureau.

All relationships with governmental agencies and government officials are handled by the Guardian's Office or are cleared through the Guardian's Office. The Legal Bureau receives and then handles or approves all correspondence to and from government officials acting in an official capacity; and whether such are local, county, district (state) or national, all are handled by the Legal Bureau.

The Public Relations Bureau handles visiting government officials, all lobbying actions and carries out all public relations programmes involved with the government.

There are specialized groups which are either established by the Guardian's Office or with which the Guardian's Office is co-acting toward mutual goals. These fall under the purview of the Public Relations Bureau.

Opposition group relations are in the sphere of Guardian's Office. These opposition groups are those which are acting against *Scientology* or against the goals of Scientology.

Troublesome relations is a catchall to include all those relations which the organization has not handled with its various publics and which then wind up on Guardian lines. Into this category fall business firms which sue the organization, threatening former Scientologists expelled by the Church, non-authorized squirrel groups, hostile members of the immediate community and so on.

Mary Sue Hubbard Controller for L. RON HUBBARD Founder

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HCO POLICY LETTER OF 23 JULY 1969

Div 6 Hats

**PUBLIC RESEARCH AND REPORTS
SURVEYS: BRIEFING AND DEBRIEFING**

A Survey Unit consists of a group of two or more people engaged on an Ethnic Survey.

Before carrying out a survey the Unit must be Briefed.

BRIEF: to give essential information to (Webster's Seventh New Collegiate Dictionary)

Briefing is simple and consists of the following actions carried out by the Survey and Planning Unit.

1. No verbal data given. All information is to be written. If it isn't written it isn't true. If something is found to be missing it is up to the person doing the briefing to add it to the information but it must be in writing and approved.
2. Gives the Survey Unit all the information and orders to study.
3. Has the Survey Unit do a Clay demo of all the orders and any information as necessary to ensure a proper understanding.
4. Checks the Unit out on the data and orders directly from the written material.
5. When satisfied that the Unit can carry out a successful Survey allows them to *proceed* on the Survey.

A Survey Unit is successful to the degree it:

1. Understands completely the purpose and intention of the Survey.
2. Takes no action until each member fully understands the instructions and how to carry them out.
3. Does not add or subtract from orders or duties.
4. Has full attention on successful Survey completion.
5. Does not allow anyone to deter the Unit from completing the Survey but persists until the results *required* are obtained.

Personnel on completion of a Survey report to the Survey Debriefing Unit before communicating to anyone else about their actions and are immediately debriefed.

In debriefing no set questions are employed.

A debrief is composed specifically of ascertaining four things:

1. The purpose of the Survey.

2. The events of the Survey.
3. The results of the Survey.
4. The recommendations of the Survey.

The debrief is tape recorded.

Full notes are taken during the debrief.

All the orders, reports and data are collected.

The complete debrief is routed to Data Receipt Unit in the Filing Section Dept 16.

The debriefing Clerk must look at the Briefing before doing any debriefing in order to know what he is dealing with and so can ask relevant questions.

Tom Morgan Public Exec See WW Exec Council WW Rodger Wright LRH Comm WW Leif Windle Policy Review
Section WW Jane Kember The Guardian WW for L. RON HUBBARD Founder

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HCO POLICY LETTER OF 25 OCTOBER 1969

Rernimeo Public Divisions

SURVEY FORM FOR ALL SURVEYS

The following format will be the standard format used on all ethnic surveys conducted by all orgs, at all levels to maintain:

1. uniformity of results for quick and easy future reference
2. accuracy of tabulation
3. easy filing and preservation of the surveys.

Promotion ("making known and WELL THOUGHT OF" . . . LRH) is our key to rapid and stable expansion of Scientology. Accurate Promotion for any given area will depend upon our ethnic surveys finding out what is needed and wanted in different subjects or areas of interest-i.e. education, health, etc and promoting directly to that reality level accordingly.

ETHNICS SURVEY FORMAT:

DATE:

ORG-

1. Name of Ethnic Survey:

2. Type of Survey:

3. Means of conducting Survey:

4. Major Target:

5. Primary Targets:

6. Vital Targets:

7. Operating Targets:

8. Production Targets:

9. Survey Questions:

Flag will not be the only org who will be originating Ethnic Surveys. Each org will be conducting its own ethnic surveys as it sees fit. The above form, however, will be maintained for ALL surveys, whether Flag originated or not for the above-mentioned reasons.

Good luck on your surveys-both the standard action ethnic surveys, as well as your own surveys.

Liz Ausley
F/Ethnics Officer
for
Diana Hubbard
CS-6

LRH:DH:LA:rs.ei.rd

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for
L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 28 OCTOBER 1969
Issue II

Rernimeo
Public
Divisions

HOW TO TABULATE A SURVEY

The following data was written and compiled by the Guardian's Office, while conducting an Ethnic Survey. This is the procedure to be used by all orgs in tabulating survey results, so that we can maintain uniformity in our reports and survey conclusions:

- I . Count all the surveys received.
2. Establish various categories of answers for each question by listing answers briefly as you go through the surveys.
3. Soon you will be able to merely mark a slant by each category, the slant meaning one more answer of a similar nature.
4. Then you total the answers given for a particular category of answer. Let's say you had 1,500 answers of a similar nature to one question and your total number of surveys is 2500. This means 60% gave that similar type of answer (1500 2500)
5. You then list each question and under that question list, the categories of answers and the percentage from the highest to the lowest.
6. The only mistake you can make is not to realize the similarity of answers and so have a great diversity of categories.

Liz Ausley F/Ethnics Officer for Diana Hubbard CS-6 for L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 21 NOVEMBER AD 19

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Public Divisions
Hats

ETHNICS

FIND OUT WHAT IS NEEDED AND WANTED

The purpose of this policy letter is to provide a SET FORMAT that can be used over, and over again by Orgs to find out in their country, area, city, community WHAT IS NEEDED AND WANTED. Once this is known to an organization it can angle its promotion on it and produce it. For example, an area wants more INTELLIGENT PEOPLE AND ACTIONS and LESS STUPIDITY. The Org of the area finds out and goes into a promotional programme of "We can RAISE your IQ!!" or "Tired of being STUPID? We can restore your NATURAL INTELLIGENCE!" Of course through training and processing an organization can produce this exact result.

If an organization or group does this *over* and *over continually* to keep up with the trends and cover new areas its income will ROCKET. A "Needed and Wanted Survey" as laid out below should be done by an org or group AT LEAST twice a year and again if the trend seems to be changing or a new area is disseminated to. As we expand we *repeat* the action.

FORMAT

MAJOR TARGET:

To find out what is needed and wanted by the broad public in a country, area, city or community. (Size of area is governed by size of Org or group.)

PRIMARY TARGETS:

1. The Director of Ethnics is to obtain the co-operation of FSMs, PE students and volunteers to conduct the survey.
2. Those answering the survey, if they ask what it is, should be told it is a survey for social research.
3. Surveys should be conducted in quantity in many parts of the area.

VITAL TARGETS:

1. To conduct the survey as rapidly as possible so results can be tabulated and put to use.
2. To have PE students answer the survey before they begin PE Course and Sunday Service attendees answer the survey after Sunday Service.
3. To have volunteers asking surveys of any persons they meet answered by non-Scientologists as we are interested in the General Public.

OPERATING TARGETS:

1. Compliance is obtained by the PES of the Org or highest Div 6 representative in a

group or franchise.

2. The survey questionnaires are printed or mimeographed by Dissem Division.
3. The surveys are distributed to FSMs, PE students, Sunday Service attendees and volunteers and conducted by same.
4. All surveys are collected by and turned into the Ethnic Department, Director of Ethnic.
5. **Survey results are tabulated by the** Ethnic Department per HCO PL 28 Oct 69
Issue IL If the load is big then staff is organized as needed and as convenient.
6. Results are routed to the PES who checks compliance. Then it is published in a Public Division Advice Letter to FSMs, Field and Org Staff.
7. A copy of the results is routed to the next higher Division 6 Body, i.e. Area Public Div to Continental PES who tabulates in with the rest of the Area orgs' results and forwards this (a country wide survey) to PES WW who informs CS-6 Sea Org. Group and Franchise survey results go to the Area Org.

PRODUCTION TARGETS:

1. At least 2,700 from any one country for a country tabulation or 1,500 in a big city or 500 to 200 or 100 in a small town.
2. The survey is done at least twice a year or when trends change or when expanding into new areas.

The above is the set format.

WHAT QUESTIONS ARE USED

Questions have to be designed so that they are not auditing questions. What makes a question an auditing question is the reference to "you" as an individual, a personal question. Le., "What do you consider that?" or "What do you like aboutT' or "What are your reasons for T'

Questions actually have to be carefully thought out. They have to be something that will tabulate and get the answer while not being an auditing question. To avoid auditing questions one uses impersonal questions, i.e., "What do people like the best aboutT'

For example, these questions could be used in a Needed and Wanted Survey:

1. What conditions in the (country) society would people like to see changed?
2. What conditions in the (country) society would people like to see unchanged?
3. What improvements in the(country) society do people find needed and wanted?
4. What is the (country) society's greatest problem?

ETHNIC SUR VEYS

Are conducted by the above same set format except the MAJOR TARGET is:

To find out the ethnic values of acceptability of a country, area, city or community.

This data is needed so that the orgs' appearances, staff conduct, uniforms, promotion and symbols are in keeping with local Ethnic Values.

As an example set of questions the ones below could be used:

- I . What do people like the most about the (country) society?
2. What do people like the next to the most about the (country) society?
3. What do people like the least about the (country) society?
4. What do people hate or despise about the (country) society?

NOTE: Questions 3 and 4 will lead to our knowing what propaganda can be used to most harm the enemy.

EXCEPTIONS TO BROAD GENERAL SURVEY

Broad general surveys as above areNOT done in the event an area or country has a strong, successful stable control point which has the area or country under control, i.e. a successful monarchy (not kooky irrational governments).

In order for a control point to be successfully in control it must know its people and ethnics pretty well already. The ethnics of this area is what the control point says it is.

The action here is not to do a public survey but to find out all about what the control Point says the ethnics values are and what is needed and wanted.

With this data you then use it and follow the trend the control point sets and back up the control point. We back up the upstats, providing what's needed and wanted in keeping with ethnic values and therefore follow the winning line.

If you use and apply this data you can't lose!

Lt. Cmdr. Diana Hubbard CS-6 for L. RON HUBBARD Founder

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EXECUTIVE DIRECTIVE FROM L. RON HUBBARD

LRH ED 161INT

Date 18 December 1971

To: All Staffs

Div 6 Secretaries
Directors of Promotion

Subject: **SURVEYS ARE THE KEY TO STATS**

We can do too much.

By just flying ruds on people we could cure what often passes as insanity.

By word clearing we could change the whole educational picture.

We could handle the whole problem of psychosomatic (mentally caused) physical illness.

We could lower industrial absenteeism from illness.

We are the only people who can cure drugs.

We could do a thousand other things without tech.

That makes us unbelievable. Nobody on the whole track could ever do these things.

So when we broadly offer *everything* we can do it is too much.

SURVEYS

To find out what people want or will accept or will believe one does SURVEYS.

HCO Policy Letter 5 December 1971 Issue II PR Series No. 13 tells you how to do a survey. HCO P/L 2 June 71 Issue 11 PR Series No. 10 tells you how to phrase survey questions.

It is not hard to do surveys.

When you have one done the data should be USED. The real fault in doing surveys is not using the result in promotion.

EXCHANGE

You and your org are involved in exchanging valuables for valuables.

You offer a valuable service in return for valuable money.

(See HCO P/L 27 Nov 71 Executive Series 3 MONEY and HCO P/L 3 Dec 71 Executive Series 4 EXCHANGE for further information on what exchange is.)

So in surveying you are in actual fact seeking to know WHAT SERVICE THAT YOU CAN DO WILL PEOPLE CONSIDER VALUABLE ENOUGH TO GIVE MONEY OR VALUABLES FOR.

STATS

When you have this answer you have the answer to prosperity stats.

PROMOTION

Promo done without survey, magazine ads without survey, flyers without survey, you are going it blind.

It's pathetic to realize that you might be within an eighth of an inch of the right offering without making it. Sort of like digging two feet away from the gold vein and getting an empty hole when you could have a million dollar mine.

Working without surveys you could spend thousands a month on promotion and lose it all.

Or working WITH surveys you could spend hundreds on promotion and make hundreds of thousands.

It all depends on knowing how to do Surveys, doing them, really tabulating the results and USING what you find.

INVOICES

You can even do a survey out of invoices. You can see what book sells best lately and then look into the book to see what it seems to promise and then promote that you do that and you'd increase your delivery volume.

Or you could find the popular book by invoices, find who'd bought it and survey the buyers as to what they would consider valuable in it and promote that *Service* and you'd increase delivery sales.

You could review invoices to tabulate, what part of the town or state your customers came from and saturate (fill up) the area with promo and increase your delivery sales.

You could see by invoice survey what they bought and do a flyer on that and use that flyer to saturate that area.

Invoices are very useful. It is a must to set up an invoice counting project to see what to put in the next bulk mailing,

SUCCESS STORIES

Taking all back success stories, particularly from an affluent period and finding out what the people were most appreciative about and then converting that to a training or processing offer and using it for promo is a vital action. Not to quote the Success Stories-we do that and it's fun. But to SURVEY the Success Stories to find out what to offer.

EXAMINER REPORTS

A Survey of past Examiner reports for Exam Comments after certain specific actions or courses have been completed is very revealing,

This gives you what you can offer with confidence.

It gives you a promotion base on which to build a campaign.

PAST PROMOTION

One also Surveys past promotion. What gave the largest % of response?

Promo which returned 11% or 16% is phenomenal.

You judge the accuracy of your survey by the success of the Promo based upon it. If the success is not great you re-survey.

SATURATION

When you are serving only the same people all the time you can hit a saturation point (all filled tip) by never offering their next action.

This next action requires a survey.

And new people must be fed in.

An example is an AO that got fat selling OT VII to old customers and neglected promotion to get new customers and eventually saw its stats begin to sink.

So surveys of old customers and new customers have to be done and each promoted to.

Thus, you have different PUBLICS which have to be surveyed. In this case "old Public" and "new public". Each requires a different survey and a different survey action and different promotion.

TOTAL EFFECT

Desperation often leads one to try for a TOTAL EFFECT. (See Effect Scales.)

One has sometimes seen a student trying to push home a full HDA Course in fifteen minutes to his non-Scn friends.

His R is wrong. He sometimes doesn't even get an ack in exchange!

If, perhaps, he demonstrated a touch assist expertly, explaining body comm, they would look on him as a wizard!

Some student can make his whole audience depart by talking about past lives and OT states when if he explained that people often led sad lives after a family member died he might have an awed audience.

But to be sure how to have an awed audience, even the student would have to "survey" a little bit. He'd have to ask them what they wanted handled or something and then talk about that. In that way he would be certain of attention.

A student or an org can get desperate and try for a total effect by telling or offering everything they know-and fly right out of the reality of their audience.

MISSION

You as a Scientologist have a certain mission toward the world.

It is not a very civilized world.

You can bring it friendliness, peace and understanding.

How do you find an entrance point into this unfriendliness and lack of love?

The answer is Surveys.

Hereinafter Issue Authority must be given only when Promotion can cite What Survey it has based this upon.

Survey, lack of, is the weak link in all promotion.

To better your stats you must get this in.

Failure to survey can cost you thousands in ineffective promo and tens of thousands in lost stats.

So the word is

SURVEY!

KNOW BEFORE YOU PROMOTE!

L. RON HUBBARD

Founder

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[Note~ LRH ED 161 INT as originally issued was in two parts: the first part as above written by LRH; the second part a checksheet made up by CS-6, not reproduced here.

The subject of Surveys has been further developed in 1970, 1971 and 1972, and a study of this subject should include the PR Series, on pages 393-445 of this volume.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 JULY 1966

kernimeo
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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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 7 MAY 1968

Rernimeo
Mandatory on
all Dirs of
Success
SPEO WW
Issue as Flag
Order Sea Org

URGENT

A Div 6 Dist Programme to be kept
in by all Dist 6 Secs.

THE KEY QUESTIONS

DIRECTOR OF SUCCESS DUTY

For purposes of *distribution* of Scientology and getting it into the hands of the millions, *standard tech* producing results and being broadcast by word of mouth by pcs and students is one of the best programmes.

People who have not had results or wins are not likely to assist distribution and indeed are a liability. They think they are working around something that doesn't work and so overts on it don't matter. (Actually they always down deep *know* Scientology is the truth and so even get sick from the "overts that don't matter".)

THEREFORE the KEY QUESTION you want answered YES by preclears is

Key Question One

WOULD YOU WANT SOMEONE ELSE TO HAVE SIMILAR GAINS
TO YOURS?

And the KEY QUESTION for students is

Key Question Two

WOULD YOU WANT SOMEONE TO ACHIEVE THE KNOWLEDGE YOU
NOW HAVE?

These questions ARE NOT USED IN EXTERNAL QUESTIONNAIRES. NOT. They are used by the DIRECTOR OF SUCCESS and if possible are E-METERED.

Both questions may be asked a person who has been both a student and a pc.

The pe is asked KEY QUESTION ONE. The student is asked KEY QUESTION TWO.

If the answer is NEGATIVE or willnot clean on the meter even with protest suppress and invalidate buttons put in, even if the person has been *saying* "Yes' (propitiation), the Dept of Success Interviewer MUST MUST MUST send that pc or student directly to Review at the *cost of the organization* and must insist that STANDARD TECH is used to straighten up the case and that the Standard Green Form is used and that false reads and any other outnesses are cleaned right on up.

Success is the final police point of an org. All Students and pcs *must* go to Success before leaving an org even on a "leave of absence".

If Success fails to do this job, then the field will begin to fill up with bad cases and flopped students and the Distribution Division is given the IMPOSSIBLE task of bringing public in where word-of-mouth is bad.

Distribution *cannot* do its job where STANDARD TECH is badly done.

Therefore where a Director of Success is being suppressed in doing his job or cannot make headway and the pcs and students are *not* being repaired but evaluated for or invalidated, the Director of Success MUST cable the Sea Org on outside lines via OT Liaison WW that he needs help.

Where a field has already been muddied up by off beat tech, we have the ARC Break Registrar programme in another division, but these too must now go through Success as the final step.

STANDARD TECH works. It works even on SPs and PTS pcs.

So let us set it up to give good results on students and pcs and thereafter disseminate into a cleaned up field!

Scientology works.

NOTE

The limit of action of Qual on any person returned by Div 6 for straightening up, is the achievement for the pe or the student of the grade or class for which the student paid and rebate of any Review fee for a flubbed Review or Cramming.

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L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 25 APRIL 1969

Remirneo
Public Exec Sees (Originally issued as ED 357 SH)
Public Act See
Dir Success
Success Val Off

VALIDATION OF UP STATISTICS

The Success Validation Officer is to have gathered items from newspapers, magazines or journals, which report success lines such as individual endeavour and achievement in any field and successful organizations which have produced outstanding contributions, such as improvement of communication lines, growth, expansion, and other pro-survival benefits for the community.

He then has written on high-quality stationery a brief well-presented letter to the individual or organization responsible similar to the following example:

"Dear Sir:

"We notice from a report in that your organization achieved a record year. We would like to commend you on these activities which have resulted in such a worthwhile contribution to society.

"We are interested in increasing abilities and bettering conditions and take pleasure in congratulating you on a good job well done."

The letter is then signed by the Public Executive Secretary, and an appropriate insert by LRH enclosed (such as the Conditions formulas, N/E to Power).

This program is a powerful but light method of extending theta lines into the environment by validating achievement. We can recognize and encourage up statistic persons and give them ourselves as terminals of value.

- Tom Morgan - Public Exec See WW
 - Jim Keely - Qual See WW
 - Bruce Glushakow - HCO Area See WW
 - Ad Council WW
 - Edie Hoyseth - HCO Exec See WW
 - Allan Ferguson - Org Exec See WW
 - Tom Morgan - Public Exec See WW
 - Rodger Wright - LRH Comm WW
 - Leif Windle - Policy Review Section WW
 - lane Kember - The Guardian WW
- for
L. RON HUBBARD
Founder

LRH:TM:ei.cden.rd

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 3 MAY 1960
(Reissued from Sthil)

All Area Sees

PE LITERATURE

I asked HCO Melbourne to send you a copy of their information package that they give to PE people.

Please alter this package as to area addresses and area designations only. Otherwise duplicate it without change and use it.

It has been extremely successful. More successful than any other package anywhere.

It happens that on such things Central Orgs have a terrible time trying not to duplicate. They change these things around too often on the grounds of "local conditions". So please see to it that this is followed, not changed.

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L RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 FEBRUARY 1961
[*Excerpt*]

HCOs Central Orgs

INFORMATION PACKAGES

Information Packages. Made up and mailed by the Letter Registrar for newly interested people whose names have been received.

Special Information Packages. Made up and mailed by the Letter Registrar to inform various sections of her mailing list on the next service they might be interested in, having already done something. There could be a Book Info Packet for a person who has just bought a book, a Test Info Packet for a person just tested, a PE Info Packet for the person who has just done a PE, etc, etc. In each case it offers the *next* service.

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L. RON HUBBARD

[Excerpted from HCO Policy Letter of 4 February 1961, *Types of Letters Established*. A complete copy is in Volume 1, page 244.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 SEPTEMBER 1964

Remimeo
Interested Sthil Staff

[Excerpt]

INFORMATION PACKAGES

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.

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L. RON HUBBARD
[Excerpted from HCO Policy Letter of 23 September, 1964,
Policies: Dissemination and Programmes. A complete copy is
in Volume 2, page 4 1.]

NOT HCO POLICY LETTER
ORIGINAL COLOUR FLASH
NOT GREEN ON WHITE

SECRETARIAL EXECUTIVE DIRECTOR
Office of L. Ron Hubbard

SECED 88 SH
Applies to Saint Hill Only
Time Machine

8th September 1965

DISTRIBUTION DIVISION
INFO PACKET

A full Info Packet for newcomers and the Foundation is required.

- summary of the Introductory Lecture is required "what you have heard".
- duplisticker-info packet assembly line must be gotten in.
- Deputy Director of Success must be appointed to contact all past students and pos three times each-one week after leaving, one month after leaving, three months after leaving, enquiring after any change, gains and offering any assistance. This *line must* be gotten in on an emergency basis, kept current and at the same time caught up from the past.

^w
t~

L~ RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 SEPTEMBER 1965

Gen Non-Rernimeo
Dissem Secs
Dist Secs

Issue III
DISTRIBUTION DIVISION
FO UNDA TION

ADS AND INFO PACKETS

The Distribution See WW is to send out samples of any ads promoting the Foundation and any info packets for specific type lists and any ads for books or fliers for books (all of which must have been OKayed by LRH Issue Authority) to Central Orgs and City Offices.

The Distribution See of Central Orgs and City Offices is to use such material for ad copy, info packets for mailing list follow up on the type of mailing list designated with the info packet, and for printing up book fliers or as ad copy for books. On receipt of such material from the Distribution See WW, no further LRH Issue Authority is needed by the Central Org or City Office, as it will have already been given to the Distribution See WW.

The above samples are to be routed to the Distribution See of the Central Org or City Office, and are to be used, not just sluffed aside. The local Distribution See is to maintain a file of such copy and samples, along with a record of the local use of each. Also a report on the local use of each is to be sent to the Distribution See WW.

It is essential that orgs place ads for the Foundation and for books, and that mailing lists be secured and replies followed up. It is also essential that such ads and follow ups carry a punch as the idea of the whole thing is to get response.

Having ad copy, etc sent out from Saint Hill by the Distribution See to the orgs will give a uniformity and co-ordination to our promotion world wide that piece meal Okaying lacks.

Any Distribution See wishing to submit further ads may send them to me for OK, but this policy letter is expected to take care of the bulk of routine ads and info packets.

ANYTHING SENT TO AN ORG AS OK TO USE FROM HCO DISSEM SEC STHIL MAY BE USED AT ONCE AND REQUIRES NO FURTHER SUBMISSION TO SAINT HILL BEFORE IT IS USED LOCALLY.

LRH:ml.rd

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L. RON HUBBARD

NOT HCO POLICY LETTER
ORIGINAL COLOUR FLASH
NOT GREEN ON WHITE

SECRETARIAL EXECUTIVE DIRECTOR
Office of LRH

SECED 169 INT

17 January 1966

DISTRIBUTION ACTION

All organizations should have printed up and send in every letter, mailing piece, and shipped book package the following small slip:

We will send FREE INFORMATION PACKETS to any of your friends or relatives who might be interested in Scientology. Send their names and addresses to:

Director of Public Information
(org address)

This should be done consistently for a period of 6 weeks to enable you to attest its effectiveness.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
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 Sees
Dist Sees

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

Rernimeo
Dist Sec Hat
Dept 16 Hats

HCO POLICY LETTER OF 6 SEPTEMBER 1966

THE HANDLING, PURCHASED OR RENTED MAILING LISTS

Each Organization is to further its efforts to purchase and/or rent selected mailing lists.
The mailing lists of most interest would be:

1. Those of mystical groups.
2. Those of self-betterment groups.
3. Those of self-study groups.
4. Those of health groups.
5. Those who subscribe to magazines of special interest to the above categories.
6. Recent buyers of books in the above categories.

The procedure after purchase of each list is to have the names and addresses copied on duplistickers in Distribution Division. There are three duplistickers done for such persons on the list. On rental lists, one gets three sets of stickers from the mailing list company.

Each are then sent an Info Packet containing materials of interest, some book which would be of particular interest to such a mailing list should be offered in the Info Packet and a letter on why Scientology would be of specific interest and use to them.

After an interval, a second Info Packet is sent, and then a third Info Packet. Care should be taken in the planning and production of these selected Info Packets so as to really communicate to the list and a form is always enclosed for them to fill in and return. The form is different for each mailing list so that the Distribution Division can keep a statistic on which lists respond the best and which Info Packet communicated the best.

When the person responds to an Info Packet then his or her name and address is put on an addressograph plate and handled as per policy.

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by L. Ron Hubbard

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. 1

HCO POLICY LETTER OF 17 MARCH 1959

Dist WW
Info All Assoc Sees

BOOK SALES REPRESENTATIVE

A book sales representative has today been appointed and authorized by us to take orders from bookstores only.

He will be concerned mainly with areas such as: Nigeria, Rhodesia, Sierra Leone (Africa General), Ceylon, India, Pakistan, Malaya, Cyprus, West Indies, Malta.

He will receive 121/290 on all book orders procured, except in an instance where the bookstore obtains a percentage greater than 33 1/3% in which case he will receive 10% or less-total discount and commission never to exceed 50%.

Co-operation should be given to him and anyone called upon to identify him as being authorized by us to sell books should do so.

This places no restriction on nor does it supersede any book promotion by HASI-it is a supplementary project toward the aim of selling more books.

LRH:mp.rd

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, **Sussex**
HCO POLICY LETTER OF 7 APRIL AD 15
Issue IV

Gen Non Remimeo
HAT HCO Exec Sec
HAT HCO Dissem Sec
HAT Dir Pubs

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 bookbuyer 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 canor "you cando 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 this 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 incom&'

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

L. RON HUBBARD

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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 Stihl

Books DC

[Excerpt]

DISCOUNTS

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 Pever 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.

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 "special" people or friends.

L. RON HUBBARD

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[Excerpted from HCO Policy Letter of 19 July 1965, *Discounts-Central Orgs-Books*. A complete copy is in Volume 2, page 202.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO, POLICY LETTER OF 17 MARCH 1968

Remimeo

IMPORTANT

BOOM FORMULA

1. Books with the New Covers have been found to be forcible into Bookstore displays, so one can now get bookstores if the Manager has one of the covers shoved at him, therefore we place books in bookstores.
2. We advertise books using the cover as the cut.
3. Every book has a request for more information card in it addressed to the nearest Org. The cards when received are xeroxed, and the Xerox is cut up and sent to the FSMs in that area.
4. The FSMs contact and form a group and select.
5. The group sends in auditors for training.
6. The group becomes a centre that does lower level processing and selects persons for training to the nearest org, SH and AO.

Comment: This routine exactly and precisely adhered to without alter-is will produce a boom in any country where it is employed.

Comment: This was the boom formula in 1950, with the additional zing of the new covers.

A group Section and Officer must exist in the Dist Div or Public Division who charters groups and issues badges and cards of membership.

As a further comment: Political control depends upon enormous number of members. The above programme also gives you that.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 24 JULY 1969

Rernimeo
Dissem Hats
Treasury Hats
Public Planning
Hats

Issue 11

PUBLIC DIVISIONS
BOOK DISTRIBUTION UNIT
(Cancels HCO PI, 16 Dec'68 11,
How to Run MIB For Success)

The Book Distribution Unit belongs in the Public Promotion Dept of the Public Planning Division (Div 6) in the Promotion and Dissemination Section. It is organised on a simple Thetan, Mind, Body, Product basis. This Unit handles Book Advertising placement and Book Distribution. *BOOK DISTRIBUTION UNIT IIC (THETAN)*: Coordinates the activities of the Unit and sees that it runs smoothly and effectively. Statistic: Total number of books sold to the Public. *BOOK PROMOTION CLERK (MIND)*:

1. Handles all correspondence with bookstores apart from Treasury matters and keeps a file for each bookstore clearly labelled.
 2. Receives yellow invoices from Bookstore Liaison Clerk (normally go to C/F).
 3. Processes the yellow invoices and keeps an up to date card file index of all stores with all relevant data:
 - (a) Name and address of bookshop.
 - (b) Manager's name.
 - (c) Dates of Contacts with bookshop.
 - (d) Name of person contacted.
 - (e) Quantities of books placed and titles.
 - (f) Discounts allowed.
 - (g) Total amount involved.
 4. Files yellow invoices in bookstore's folder at the end of each week.
 5. Provides booksalesman with promotional material samples-fliers, posters, dust jackets, prom for new books-obtained from Promotion Stocks Unit.
 6. Provides booksalesman with sales aids, business cards, loose leaf folders for. display of newspaper clippings of book reviews, book display photos, press clippings of Scientology lectures in the area, made up by the Promotion Production Unit and held by Promotion Stocks Unit.
 7. Ensures book ads are placed via the Book Advertising Placement Clerk.
 8. Sends out Promotion of new books to bookstores.
 9. Gets books into Public Libraries. Statistic: Cash collected as a result of booksales to bookstores and public.
- BOOKSTORE SALESMANIMEN (BOD Y) (MIB EXECUTIVE)*:

1. When requiring books as samples, the salesman takes the order for quantity and titles of books required to the Cashier.
2. The Cashier makes out a N/C invoice for these books, listing titles and number taken.
3. The white and yellow copies are given to the salesman by the Cashier.
4. The white copy is kept by the salesman as a record.
5. Salesman takes the yellow invoice to the Stocks Officer in Dissem who issues the books to the salesman who in turn signs it along with the date received.
6. Stocks Officer files the yellow invoice.

7. Booksalesman finds and visits bookstores.
8. Is well equipped with book samples, promo samples, sales aids, invoice and order books.
9. If the Bookstore orders or reorders a quantity of books, the Booksalesman writes out the order in duplicate indicating titles, quantity, discount, sales details (i.e. sale or return, or sale), total amount involved. He has the bookstore Manager or buyer sign the invoice and gives him the top copy informing him that the books will be shipped to him within 24 hours.
10. The salesman takes this order to the Cashier who writes an invoice for this order. The white copy goes to Book Shipping along with the copy of the original order. When the books are shipped the white goes with them. The original order is filed by Book Shipping. The yellow goes to Book Liaison Clerk.
11. Services bookstores stocking our books..
12. Bookstores ordering by mail are handled in the same manner as above.
13. Ensures that Treasury is sending out monthly statements.
14. Whenever bookstores make payments on accounts the yellow copy goes to the Bookstore Promotion Clerk.
15. Informs bookstores that promotional materials will be sent.

Statistic: Number of books in bookstores.

BOOKSALESMAN:

1. Sells books to Public individuals for cash by direct sale (in street, knocking on doors, etc).
2. Makes out a receipt in duplicate showing name and address, title and amount collected.
3. Gives top copy to the book buyer.
4. Turns in second copies with cash to cashier.
5. Cashier writes invoices out for each bookbuyer and routes white invoice to the booksalesman for his records.
6. Makes sure he is in compliance with By-laws of the area concerning selling books in the above ways.

Statistic: Number of new names collected.

BOOK ADVERTISING PLACEMENTaERK:

1. Keeps a file of current rate cards for suitable magazines and other book advertising outlets.
2. Receives ads made up from Compilations section which correlate with current programmes.
3. Obtains quotes for the ad.
4. Submits PO for F/P remembering that as per HCO PL 10 Feb 65 "No ad may be placed for which cash payment is not available".
5. Receives PO back signed.
6. Places the ad,
7. Files the PO.
8. Checks the proofs when received. All magazines, etc should supply at least one copy of the issue containing the ad.
9. Keeps a large scrap book for filing ad clippings. Allocates one or more pages to each advertising outlet being used. Enters the name at the top of the page and rules the pages into columns for:

- (a) Clipping of the ad
 - (b) Number and details of the insertions (c) Dates Ad appears
 - (d) Response to the ad (e) Cost,
10. Keeps a file of all advertising correspondence.

11. Analyses success of ads.

Statistic: Number of new names obtained from book ads.

BOOKSTORE LIAISON CLERK (PRODUCT):

1. Liaises with bookstores and sends out or arranges for a photographer for book displays from Promotion Production Unit.
2. Arranges for or does book displays for bookstores.
3. Ensures Dissern ships all orders within 24 hours.
4. Receives yellow invoices from Treasury.
5. Processes yellow invoices for the weekly reports to Publications Org and then forwards to Book Promotion Clerk.
6. Makes a weekly report to Publications Org on the Book Distribution Unit report form.
7. Sees that Success stories from bookstores and salesmen are collected and copies sent to Pubs Org and the Promotion Preparation Unit in Dept of Compilations.
8. Gets books in bookstores reviewed in papers and magazines.
9. Sends promotional material to bookstores (fliers, posters, etc).
10. Sees all books sent out from shipping contain a return address bookcard for "more info".

Statistic: Number of bookstores being serviced.

	Tom Morgan	-	Public Exec Sec WW
			Exec Council WW
	Rodger Wright	-	LRH Comm WW
	Leif Windle	-	Policy Review Section WW
	Jane Kember	-	The Guardian WW
LRH:TM:ei.rd			for
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by L. Ron Hubbard			Founder
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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HASI POLICY LETTER OF 15 NOVEMBER 1958

ATTENTION: *Director of Procurement and Staff*
 Association Secretary

INFORMING PUBLIC OF TEST RESULTS

No letter may be written containing actual results of tests.

All letters referring to test results obtained on a person in any way must be given in person by a qualified person. They must be factual and honest, not sweetened.

Letters referring to tests given must say in effect "If you will call in person at the HASI, you will be given the results of your test."

This also applies to clear estimates and clear checkouts when data not given on spot.

L. RON HUBBARD
Executive Director

LRH:rs.aap.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 OCTOBER 1960

Assn Sec HCO Sec All PrR personnel

NEW TESTING PROMOTION SECTION

IMPORTANT

For some time Orgs have used testing as a promotional means. It has been found that this is a good, reliable method of getting people to come in.

The essence of testing procedure is (a) to get the person to do a test and (b) get him or her to come in to have it evaluated. From this follows his or her buying processing and training as sold to the person by PrR at the same time as the evaluation is done.

The Instructor's Code is closer to Test Evaluation than the Auditor's Code. One does not use the latter in telling people about their tests. Therefore Test Evaluation is done by the Dir of PrR, the Registrars, less frequently by the D of P for sales purposes. The D of P evaluates tests to the pc for technical gain, for reassurance of the pc or auditor and in general to make technical progress. PrR personnel on the other hand evaluate tests for sales to get the person to take or to buy more processing or training.

Thus Testing breaks into activities with four purposes.

1. PEOPLE ARE SOLD INTO TAKING TESTS BY PRR.
2. TESTS ARE ADMINISTERED BY THE TEST SECTION. (THEY ARE NEVER EVALUATED BY THE TEST SECTION.)
3. FOR SALES PURPOSES TESTS ARE EVALUATED BY PRR PERSONNEL.
4. FOR TECHNICAL PURPOSES TESTS ARE EVALUATED BY THE D OF P. THE D OF P SOMETIMES ASSISTS SALES PURPOSES WITH TEST EVALUATION.

Simple tests may be mailed out to CF names. The sending of large or complex tests to be taken at home is frowned upon.

For large test batteries, even for firms, the person is persuaded to come into the Org. In the matter of testing a whole company one does not send a testing personnel to the company, thus losing all further contact with the persons. In such a case the company people are brought in as individuals at company request.

By policy testing is a free service. This includes all case assessments, E-Meter assessments, checks, etc. Processing and training income that would have come from testing has been shut off the moment a charge was made for testing or assessment.

In a city Central Org, a test section should exist as follows:

The Test Section is located near the entrance of the building, easily spotted by new people and easily routed to. It has a space priority.

The Test Section consists of Testing-in-Charge and any other needed persons as the activity develops and needs them.

The Testing Section contains all test files, all test supplies, E-Meters for case assessment (done by Test-in-Charge), broad arm type desks (or chairs and tables) and is arranged to test a large number of people at once. The door is plainly marked "Testing Section". The walls have signs which mention Scientology with positive statements and test examples showing what Scientology can do. (Before and Afters.)

The Test Section is extremely professional and businesslike in atmosphere. In this we must out-create psychologists and others.

The Test Section tests on an individual basis, testing on group timing only when very feasible. People are not made to wait for a group to gather. Photo timers marked with the same numbers as the desks time any given person's test.

The body routing is as follows:

All persons to be tested are sent to testing at once by Reception. They do not see the Registrar first as a general rule. When people come in with a "test slip" or "to be tested" they are sent directly to the Test Section by Reception.

Test-in-Charge greets them, shuts off idle chatter (he keeps the test room quiet, no idling staff in it chatting ever, no long discussion with customers ever). Test-in-Charge gets the person started doing tests at once.

When the person being tested is finished the body routing is done by Test-in-Charge. There are three possible routings. The test form should be so headed as to indicate the type the person is: (a) Local (lives in same city as Central Org); (b) Ex-Urban (not in town to be tested) and (c) HGC.

After tests are done by pc (but unmarked yet) Test-in-Charge routes as follows: Local T-i-C sends person home, saying he or she will be contacted by a qualified test evaluator in the near future. A Local test is not corrected at once but is done in slack moments. The test is clearly marked *Local* in a blue pencil. An Ex-Urban test is marked as soon as comfortably possible by Test-in-Charge, preferably within a few hours. It is marked *EX* clearly in a green pencil. An *HGC* test is marked at once and, at moments of peak, with special assistance in marking from staff auditors, and is clearly labeled *HGC* in a red pencil.

All tests are marked as fast as possible on any case. The *Local*, *Ex* and *HGC* categories are to help other departments handle the people and to route the people.

Test-in-Charge tells all *Local* and *Ex* persons to go to their home in the Central Org's city. He verifies that the test carries their local *town* address and phone number. He does not let them wait around the Org. Test-in-Charge sends all HGC persons to the D of P as fast as they finish their tests and sends as well any she has marked EXPEDITE.

All tests, as soon as marked, are routed rapidly as follows: Local and *Ex* tests are sent to the Body Registrar. All HGC tests are sent by hand to the D of P.

The D of P evaluates the test technically in the presence of the person tested and for that person, providing the pc is continuing. If the pc is not continuing, the D of P looks over test, does not evaluate it, and sends person and test, escorted, to the Body Registrar. To ease peaks, a finishing or student may be sent direct to PrR.

On Academy Student testing, all tests are labeled HGC and have the same routing as any other HGC test.

Reception does not let *Local* or *Ex* persons stay around except when Registrar wants them held for interview. Ordinarily they are sent directly to their local address and a local will be called in a few days and an *Ex* will be called on the same day. (A person already signed up for HGC or Academy from out of town is not an *Ex* but an HGC.)

The Registrar may mark a test request slip *Expedite* which means the person is to be brought right back. This is in a case where some one has dropped. in to see the

Registrar "to talk about The handling of such is: the Reg sends the person to testing, gets the person back with the tests and evaluates their tests. This is an *Expedite*. It is also clearly labeled Local or *Ex* as indicated.

Tests are marked and filed as follows: the whole file goes around with the person during interviews. Two copies of the profile and the E-Meter Assessment only (the IQ figures being on the profile) are made in addition to the original. One of these goes to the D of P who sends it to the auditor or the Academy (for a student) and which is then sent to CF at end of processing or training. The other copy is a flimsy which goes to Saint Hill accompanied only by airmail weight auditor's reports. The Registration personnel may not keep the large original tests. This goes back at conclusion of interview to the Test Section and is filed there.

Each C17 folder must contain a copy of each profile (with its IQ) and E-Meter Assessment that the person has taken.

Every piece of original testing papers and E-Meter Assessment is retained in Test files. There is no other complete test file than in the Test Section.

A cross index file card system is kept by T-i-C to show every auditor with a card for each pc audited. This permits an examination of the broad work of any auditor. The tests are otherwise filed alphabetically in filing cabinets by the last name of the pc.

The tests are the property of HCO (as are the mailing lists) but are accumulated, kept and used by HASI.

Everything must be done to make testing prominent, accurate and available. The Test Section, as an entrance point to service, must look crisp and efficient. Waiting must be kept to nothing. There is no virtue in telling the applicant how *fast* they can be marked. Stress how carefully they are marked and the expertness of evaluation.

By having local designation, the Reg can apportion interview time, calling the people in to even out the Reg schedule. It does not matter if a local waits a week to be called in. The point is not to make anyone wait an hour in the office for testing or evaluation. In the case of an Ex he or she is probably in town just to be tested so an Ex is always recalled fast. Students can be shunted a bit as they can always be called out of class during the week.

The Body Reg should have special baskets for tests marked local, Ex-Urban, HGC, and Student. The Body Reg must never just have piles of tests or scattered papers. By having baskets for these in a bearistalk stack of trays behind him or her, other PrR personnel can ease in and take handfuls of them to do interviews when they have time if the traffic is heavy. In the case of more than one Body Reg types of interviews possibly can be apportioned around amongst Registrars, such as men, women, Local, Ex-Urban, etc.

A SLIP AS TO THE STATUS AND OUTCOME OF THE REG INTERVIEW MUST BE ATTACHED TO THE MAIN TEST FILE BY THE INTERVIEWING PERSON.

The PE foundation test administration should be shifted into the Test Section and the tests given should be the same as all others now.

PE tests can be given in the PE room but to all intents and purposes are wholly the business of Test-in-Charge. A PE Instructor becomes part of the Test Section if he administers tests. The PE people's E-Meter Assessment can be done in PE as it is rapid but on a test night assistance will have to be given. This is all up to Test-in-Charge.

No after test is given to PE hereafter by reason of their being PE people. But PE people can come in for an after test.

PROMOTION OF TESTS

The designation of the Test Section for publicity purposes should be the "New York Test Clinic" or the "Melbourne Test Clinic". The word "free" is not included in the title or inferred. But *no charge is ever made for tests or assessments.*

Announcements of the Clinic may be sent out broadly, to the mailing list or firms. In the announcement is included pieces of paper, nicely printed, that say somewhat as follows:

The New York Test Clinic extends an invitation to you to be tested free of any charge. Your intelligence and aptitude have everything to do with your income, your future, your personal relationships and your life.

Such tests would ordinarily cost you \$50. They are offered to you free of charge if you bring this slip with you.

If you are not happy with life you can find out why.

..... Name

Address

.....
Phone

An entirely different kind of a slip would go to a Scientologist.

A third kind would go to a firm such as:

New York Test Clinic

This will entitle one employee to an aptitude and intelligence test and an evaluation of the test.

.....
Employee's Name

Address

.....
Phone

..... Company name (countersigned by an official)

Many other offerings of tests can be broadly made-to teachers, firemen, military personnel, etc, etc, each with a different covering letter or test slip.

If HCO (and PrR) forthrightly plans out such mailings, makes them look good and sees that HASI has the service there, a broad new expansion can be made easily.

This is vital in view of the "Anatomy of the Human Mind" promotion I am working on which will come later.

Some public difficulty could be encountered by Orgs in doing this unless it is done properly.

We are overtly cutting the psychologist off. He has only his test line to offer. All his gains have been in the field of testing. All his cash is received via tests and his

opinions of people and some tricks for training or selling.

A *free test* activity does the psychologist out of a job. We would gladly hire psychologists if our experience with them were not bad in the test field. They have rattled people being tested for us, thrown curves at them, slanted tests and failed to duplicate. The actual test environment must be calm and quiet and *always* the same. The evaluation must be smooth and done in other quarters by other people. Testing and evaluation of tests are two different things. The psychologist has mixed them up while working for us, thus upsetting test results.

There is no law anywhere against testing people.

The tests we use should not get us entangled with copyrights. We are already mostly free on this with our tests. We have many more. We also have the old Army Alpha for IQs which we will get into play now. We can create others.

Any broad public invalidation of our test service should be ignored. To comment on it to people taking tests who say the tests have been invalidated to them is all right-"We are giving free what others charge \$50 for. We are a public service organization." Otherwise don't defend. Just test.

USE OF TESTS

Evaluation of tests should be helpful, wise and very direct. An evaluator should know all HCOBs about test evaluation. Remarks that "Scientology can improve this or that characteristic" or "auditing can remedy that" or "Processing can change this" or "Training can stabilize that" should be used repeatedly during the evaluation for the sake of impingement.

A clever evaluator can surmise such things as domestic grief, trouble with possessions, etc much more easily than a fortune teller.

Test evaluation is modern, scientific fortune telling. It deals with past, present and future. A low profile, low IQ future is of course a dreary one, profitless, unless changed. We can erase the fate of the past and alter utterly anyone's future. So it does not matter how hard one leans on the person. Remember low cases want only to escape the consequences of life.

A poor or average test (or a theetie-weetie high test with no reality) shows a rough futurej full of disease and injury. Processing as of the past six months shows a very high shift of future in terms of high graph gains.

As the person being interviewed cannot usually read tests, they have to be explained to him or her, point by point. Test profile patterns that show low as a dangerous shaded area, mid ground as needing improvement and a high area help people to understand.

Anyone doing evaluation should have a book of profiles made up from high-low tests showing what Scientology can do. Plastic envelope books of the right size can be bought in most photo stores. The facing page to the profile shown should carry some facts about the persons whose graph appears. All names should be blacked out.

Test-in-Charge is responsible for providing such result display books and display gra phs or sheets of graphs for walls, all made up to be easily understood.

The IQ factor, while it is in actuality improved by processing, is useless without Scientology training. It can be used to sell training. The *professional* aspect of training should be played down in selling. The practical application aspect of it should be played up while graph and IQ reading for the pe. Certain traits showing difficulty in handling people should be stressed as most easily remedied and kept remedied by academy training. Graphs showing the "therapeutic" value of training should be in the display book and on walls. DC has lots of these "Academy only" gains from 1956.

Training, then, can be sold as therapeutic but not in lieu of processing. Don't sell people training so they can be processed in the Academy. Sell them training so they can *hold their gains*.

HCO must be sure, not only that the testing drill as outlined here is installed and by hat checks followed, but primarily that people are driven in against the Test Section in large numbers. This takes constant search by the HCO Area Secretary to find new groups, types, professions of people to drive in with all literature written and furnished by HCO (or PrR) and the project carried off.

The Director PrR of course is relieved of no responsibility by HCO's action. But HCO should think in terms of tens of thousands of people and mercilessly thrust them at the Test Section and let PrR and HASI cope from there. HCO must drive more in than anybody can handle. PrR has been known to get "reasonable" about numbers of pcs. HCO must never get reasonable. If HASI has to buy a new building to cope, that's HASI's problem, not HCO's. HCO moves people from homes, businesses, the public over into Test Section. If the line jams, that's HASI's trouble and HCO's scream. And HASI has little say about how HCO gets them there.

SUMMARY

This and the soon Anatomy Basic Course programme are the leaders in current new promotion. They should be set up to run. And run well and long.

This programme is not experimental. It has a long Scientology background and much precedent. It is not therefore a special programme. It is a refinement and emphasis of an already working HASI line.

The Testing Section is under the Dept of PrR. It is actually a technical service and should be included as a Technical activity. But it has never thrived as a promotion activity or even as an activity under the HGC. Therefore it is placed under PrR and is going to be heavily emphasized.

We are in an era of finding and "selling" the "things", the "objects", "the realities" of Scientology. There are about 20 of these (engrams, banks, bodies, etc). Testing is a *thing* because it results in object substitutes for people.

Testing moves now out of psychological range and into future prediction, so we are *not* doing psychological testing. The is-ness of the test is applied to excuse the past, avoid difficulty in the future. We will take full advantage of the superstitions of people at the level of prediction. The popularity of astrology is greater than that of psychology even though psychology developed from astrology. That is because astrology pretends to read future. We can factually estimate future from meters and graphs without any pretence and a gruesome future it appears (and would be without us). Pandora's box flies into the future from a middle or low graph. Astrology and Numerology are popular and slightly factual. We can be popular and totally factual. The fate of Man without processing is measured by the catastrophes of the past. The Buddhist Wheel of Life shows Man how grimly he is tied to a never-improving circle of birth and death. Use such facts.

Without stepping beyond a person's past, which will certainly happen to him again without processing, we can change his fate. We are the only people on Earth who can accurately estimate it or improve it and make it stay improved.

With accurate scientific tests and testing, we can swing all existing interest lines in fate and future our way. And Scientology is also the only game on Earth where everybody wins.

Thus we are stepping out with the new Test Section and much skill and brightness needed on all our parts to make it work.

Having demonstrably coped with the technical, I now move us up to high traffic volume.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 NOVEMBER 1960

All Orgs
Franchise Hldrs

IMPORTANT

WARNING ON NEW PE

The new line up I have developed for Johannesburg is hot. It is the hottest, fastest procurement service set up we have ever had. All Orgs and Franchise Holders will be using it in a few months,

But meantime, a word of warning. A very sincere word.

This is too hot to embark upon carelessly and without preparation. It has almost blown HASI Johannesburg to pieces. If I had not been monitoring it close to hand, the new PE would have been killed off because of the frightening volume of heavy new business brought in. Testing went from 5 to 29 a day in three weeks. All new people. Five people were pulled in to do nothing but testing, marking and evaluating (the heaviest time consumer). Test fell 100 evaluations behind in a matter of days.

So great was the new traffic, so avid was the public that the HCO Exec See and Assoc See actually came close to blowing.

The people must have attention, good, sharp and cleanly scheduled. And service for them in PE, the HGC and the Academy must be available at once. And technical gains in the HGC and Academy must be 100% or the whole thing becomes a ruin of ARC breaks.

Now I have been riding this bucking bronco for three weeks with the help of a very fine staff and I can tell you that it's been spurs and curb bits all the way.

The Test-New PE line-up is like a fine watch. It has to be planned fully, briefed completely, fired off well and technical results must be excellent or the whole thing will set up an awful public odor.

Central Orgs should send an executive to Johannesburg for study and briefing.

Franchise Holders should get on staff at a Central Org for a few weeks or months to learn how.

This is a warning. This programme resolves all procurement. But if it is started and run badly, it will ruin Scientology in a whole area.

So let's be smart now.

I've got this one taped. Johannesburg is getting out of a spin on it. Let's start it well and do it well.

This time we have procurement solved. But like learning to be an auditor, this one takes know-how.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 NOVEMBER 1960

All Orgs

TESTING PROMOTION REVISED
(Cancels HCO Pol Ltr 22 Oct 1960)

Testing as a promotional activity has been resoundingly successful in HASI S.A.

The following large (2 inch) Ad has been carried in newspapers.

IQ TESTED
THE JOHANNESBURG TEST CENTRE
offers for a limited time, free
intelligence and personality
tests. Your IQ, personality
and aptitude determine your
future.
Know them. No obligations.
23, Hancock Street,
Joubert Park, Johannesburg.
Phone. 44-9075

(Note-"Scientometric Testing" should probably be added in the U.S.A.)

Within 30 days this had increased numbers of new people coming in to 30 per day. The increase has been from 2 to 4 people each week day.

The success would be ruinous to a poorly oriented organization, and almost was to Johannesburg. It has required my constant supervision and re-organizing to keep it going. So don't enter the project lightly.

THEBUGS

The first bug developed was testing Comm Centre. Its absence in the test room upset everything for a week. An In-Out basket system was wholly inadequate. A basket system for Tests In Unmarked-Tests In Unmarked HGC-Tests In Unmarked Academy-Tests Marked-Tests Marked HGC, etc, etc. PLUS a separate system for the Test-In-Charge person as a staff member solved this.

The next and chief bug was the evaluation personnel. Test evaluation, combined with sales, fell behind an increasing nine to twelve persons a day. This came about through Test and Evaluation being under PrR. They must not be. They must be under the HGC or, less workably, under PE.

Body collision and crowding could have been serious if the Test room and Evaluation rooms had not been placed nearest the entrance to the Org building.

The final serious bug was PrR body registrar getting mixed into the system of Test-Evaluation and doing some to the exclusion of new promotion. Since the Test line is eventual processing and training and immediate small business, income of the Org might have suffered while it was at a high whine of new people. Old lines must be guarded, strengthened and maintained in spite of the new inflow if income is to stay up.

Technical quality is good on processing and training in Johannesburg now. There could be a terrible bust if the quality of training and processing was low while volume of people was high. This could wreck an area.

Therefore to start a test programme, it must be planned well. Technical must be brought high. Then the rooms, lines and personnel planned and finally the ad placed and personnel put on post. Light early inflow gives ample time to break things in, providing the following mock-up is closely followed.

Additional promotion to firms, societies and our own public may not be needed for months if the ad is placed in a paper.

MOTIF

Scientology testing is explained as follows: These are old tests reworked and modernized and co-ordinated with an electro-psycho-galvanometer. The results are more accurate than psychological tests. This is Scientometry. This is not psychology. These tests are more modern, being electronically co-ordinated. Psychology considers a person to be a materialistic biological brain. Scientology considers a person to be an electronic spiritual phenomena.

The above explanation is for legal purposes; it is not for general release into the test line or in literature. But everyone connected with testing and evaluating must know the above thoroughly and glibly. We are not attacking psychology. But it may attack us. To the public we're just a good test agency where it's free.

RECEPTION

The Receptionist hands the incomer a card with space for name, address and phone number and shows incomer the test room.

In the Reception Room there is a large sign listing services of Org.

THE TEST ROOM

Virgin tests, Personality and IQ only (no aptitude test is given), are placed in folders, one set per folder, ready for issue. There are three piles-Cream folders, Red folders, Green folders. Cream is for public, Red for HGC (rush), Green for Academy.

The incomer has received a test pass card from Reception. He puts his name and address on the card's dotted lines and gives it to Test-in-charge. Test-in-charge files it in his day basket. He takes down a cream folder, time date stamps its corner. leads incomer to a desk and starts him.

A time clock exists for each desk. The desk is numbered, the clock is numbered. This is started by Test-in-charge.

When test is complete, Test-in-charge takes the whole folder and marks the evaluation appointment date on it (2 or 3 days hence, every 15 minutes in sequence) and marks the same time on the incomer's card. This is the evaluation appointment. It can be adjusted if need be. If so, the admission cards are packed like playing cards in 15 min sequence. The incomer also gets a slip saying, "This test is not complete. Electronic co-ordination remains to be done by Evaluator. Please report to --- etc, date, time."

The incomer is ushered out. The test folder is placed in Tests Unmarked basket.

If incomer is out of town so mark the folder and rush it for same day evaluation to Marking and Evaluation. Out of Towns are rare enough to admit special handling.

HGC and Academy tests are rush mark and their other handling is obvious.

The incomer leaves the premises. This is not true for HGC and Academy, of course.

EVALUATION UNIT

As soon as a test is marked it is sent to Evaluation unless it is Academy or HGC which go to their own destinations.

The Evaluator, in another room than Test, keeps all Unevaluated Incomer

Folders. They are filed in view by alphabet.

In the Evaluator Room is the Evaluator and a PrR person. These are separate people, the hats must not be combined.

Test-in-charge and any or all Evaluators are HGC personnel. They must *not* be PrR personnel. (This fundamental was not true at first in Johannesburg, with much upset and confusion resulting.) The Evaluator is *not* a Registrar. The Evaluator does not sell.

The PrR person in the room may make appointments for the Evaluator, may handle other signs up for PrR but may not evaluate tests. This might not have to be a PrR person. It could be the PE Registrar always on duty in the same room as Evaluation.

The Evaluator (who preferably has a near but out of hearing set of chairs for waiting people) calls in the person whose turn it is according to appointment (this is usually 2 to 3 days, not more, after the Incomer took a test, which is now marked).

Evaluation takes about 10 to 12 minutes. It is an exact script to which the factual data of the test is added.

The Evaluator introduces himself as a Scientologist, seats the incomer across the desk, opens the folder and promptly puts incomer on the E-Meter. Evaluator briefly explains meter as a needful part of the test and rapidly, without discussion, fills out the Meter Case Assessment Form, getting definitions of the 5 buttons, writing them down and noting meter reaction in the box for that.

Evaluator takes incomer off meter without explanation and turns to graph.

Evaluator now explains each point of graph. But it is vital that at each low point, where explained he adds, "Scientology can help that." This is said directly to make an impingement. The wording can be varied but the sense must be the same. Do not precede this statement with "Don't worry" or the like as this cancels impingement.

Graph done, Evaluator explains IQ. If low he says "Scientology training can raise that." He explains levels of IQ; tells person even if it's high that IQ means little unless person knows something with it.

Evaluator now takes up the Meter Case Assessment sheet. Here he tells the pc's *future*. It is done by looking at pc's statements of his past and by rephrasing saying it is going to happen, (without Scientology fates don't change much. Accidents, divorces, etc, happen again).

This is all rapidly done. Factually, expertly, see Manuals for graph point meanings.

The Evaluator now leans back and says "That's it." Incomer is hanging on ropes. If incomer says anything like "What can I do about it?" Evaluator says "That is very commendable. A good point in your favour, wanting to do something about it. I'm a technical person not a sales personnel. Confidentially, though, I'll give you a tip. Don't spend money foolishly until you know what you're spending it for, Psychiatrists and so forth could cost you thousands. You'd buy anything they said because you know little about the mind. So why don't you take an Anatomy Course and learn something about the mind. That's just a tip. It's cheap and you'll be wiser about what to do about yourself. The person over there is in the Service department. Ask him."

Evaluator gets up, ready to issue in a new person.

The PrR person may offer anything he pleases to incomer but incomer should buy the Anatomy Course. The PrR person gets the contract signed for the Anatomy Course and the money for it right then (or at least some money as it's only 12 gns in Johannesburg).

Don't put the person on PE. Offer but don't sell processing and training. Just get him on the Anatomy Course. That saves ARC breaks, leaves the incomer happy.

The **word of mouth generated by this** routine will be excellent. Technical becomes a firm friend.

People don't happily buy upper level service even when they buy it blind.

This also completely wipes out "commercialism" in the incomer's mind.

The Org must not be greedy for intensives and HPAs off the Test line. The sales talk at this stage is to a Scientologically unoriented person and when it fails gives poor word of mouth in the public.

Be happy to sell him the Anatomy Course. Don't mention PE.

If the incomer walks out without buying, the PrR man (even if he is interviewing someone else and even if incomer has not approached him) rushes over and gives incomer a copy of Problems of Work and Dianetics, Evolution of a Science and says "Here are two books that might help you," and without waiting for an answer goes back to his desk.

The above routine is at this time a set, fixed activity. As it works further it may be improved. But putting Evaluation and Sales on the same person is ruinous because of excessive time consumption alone on the Evaluation line. Further it makes for future test incomers.

TEST FILING

When issued the folder of the test is date stamped. When marked, the marker writes "in" on his initial to the left of the date stamp (upper right corner is proper for date stamp). When evaluated the evaluator marks "e" and an initial below the date stamp.

The Evaluator sends the completed folder back to Test files where it is filed under pc's name (visible in the notch of the folder).

Eventually Test-in-charge will look in Files to see if person has been tested before. If so, the new folder is placed in the old folder and it is the old folder that is date stamped and initialled freshly and all goes to the Evaluator.

SUMMARY

This is the totality of the Test-Evaluation Unit of HGC and the Test programme. Add more in a large city and you'll drown. Leave Test-Evaluation under PrR and you'll drown. Get more complicated and you'll drown. I know. I saw strong Scientologists scream as they went down for the third time under the avalanche of confusion and bodies.

PrR works for present time income hard and rightly. Test-Evaluation is *future* heavy income. That can be killed by bad 8C on these lines, so HCO and HGC, get alert and accurate in getting this mock-up in. And hold it in place no matter how many wonderful new alter-isnesses get proposed. EVERY HGC auditor should be able to do the above Evaluation patter well. Test-Evaluation is like a loaded gun. Don't play with it. Just do it as above and it will hit the right target. And *don't* take the ad out of the paper because "it's all too much" until the town runs out of places to give Anatomy Courses in. You'll be tempted.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 NOVEMBER 1960

All Orgs

TESTING PROGRAMME CHANGE

The Testing-Evaluation, Basic Course, PE and Group Processing activities will hereafter comprise the PE Foundation and will come under the PE Foundation Director.

The hours of this Department will be from 1 : 30 p.m. to 9 : 30 p.m.

There will be no public testing service, evaluation or public PE Registration at any other hours. Should HGC and student testing be required at other hours, it can be provided by the HGC working in the test room for administering and marking tests for HGC pcs and students (the latter being unlikely to need rapid testing).

The only Registrar on the test-evaluation lines shall be the PE Registrar who shall perform the duties of "The PrR person" mentioned in HCO Policy Letter of 24th November 1960 (Testing Promotion Revised).

The PE Registrar shall register and handle the Anatomy Course, Group Processing and PE Course procurement and enrolment. Sales of other training and processing service shall be referred to the regular PrR personnel, but such sales are not forbidden the PE Registrar.

PrR personnel is forbidden to handle the test -evaluation -registration line except in cases where they wish to help after their own hours at which time and for which purpose they become PE Foundation personnel.

Reason: An Org can chop its routine procurement by Body and Letter Reg PrR to pieces by getting the test-evaluation lines mixed up with PrR. PrR must be kept running as always despite Test-Evaluation programmes. Therefore these lines are made separate and are placed under the PE Foundation.

It will be found uneconomical to run the PE Foundation with a morning shift also. Most city testing demand from the public comes in afternoon and evening.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 JANUARY 1961
[Excerpt]

All HCOs
All Central Orgs

TESTING LINES

In Admin, the new test lines are watch-like construction.

If we get too much alter-is, too much "change because this area is different", too many additives, we'll all be in a spin. My own Admin lines will become wholly unmanageable.

I will try to be as Clear as I can be. If it *isn't written into the line up it isn't there*. For instance, there is *no* phone number given in the IQ Ad, but DC put one in its Ad and got no bodies, only floods of phone calls. I had to cable DC to get the phone number out of the ad so people would walk in. For instance, an instructor trying to grasp Formula 13 wanted to know if you crossed off a name from its assessment list when it was briefly run. Nothing was said about this in the HCO Bulletin therefore you don't cross off names.

Additives have been the most source of most scrambling to date. People add things that aren't there.

Alter-is is the other sinner. I call for small 18" square tables in testing-large rectangular tables get bought, potential capacity of test room is cut in half.

You can help by putting in the line up as laid down, without alteration or omission or additives. Only when it is all in and in right can you see whether or not it works or how it works. After it has been working for a long time, we can discuss refining it.

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L. RON HUBBARD

[Excerpted from HCO Policy Letter of 16 January 1961, *Help Me Put in the New Lines*. A complete copy can be found in Volume 7, page 145.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 JANUARY 1961

All HCOs PES Test-in-Charge

A TEST POLICY ON MD REFERRALS

If a medical doctor or other specialist sends in a person to be tested, the results by courtesy should be sent to the specialist.

A card saying that MDs and other specialists may send in patients for testing if the test is requested on a prescription blank, may be sent to the professional people of an area including psychiatrists.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 FEBRUARY 1961

Rush to HCO Secs Assn Secs PE Dirs

PROPER PUBLIC ROUTING

The new PE Test Program is properly routed only if the following steps are used for each public individual.

1. Individual reads Ad in Newspaper or hears word of mouth or other notice.
2. Comes in to be tested. Has no trouble seeing address or locating test room.
Minimum vials.
3. Is tested and told and given an appointment slip for his evaluation.
4. Returns for his Evaluation. Is E-Metered. Present is read and future is predicted. Is sent immediately to PE Registrar to be sold a PE Course or is (in a small operation) sold the PE by the Evaluator. PE Course costs a small amount of money-like £1 or \$5. (It is no longer free.) Pays his money at once on registration and is given admittance card or tickets.
5. Appears on PE Course and receives for 5 consecutive nights 1 hour of Comm Course and 1 hour of lecture on each night. He is sold HAS Co-audit by frequent mentions of it on the PE Course-Do it yourself Therapy. When he gets on PE he finds he is being prepared for the Co-audit. Receives his HAS on last night.
6. Enrolls for 6 nights (3 a week) of Co-audit sold to him at half-price a single night's Co-audit. This is a special. For instance, whatever Co-audit costs per night, he pays half of that cost for 6 nights-i.e. 10 shillings a night he can have 6 nights for 30 shillings. He must take six.
7. Registrar makes sure the Co-audit knows constantly about practical and professional training to get people off it into HGC and Academy.

Data-Floods more people enroll on a small fee PE Course than on a free Course.

Almost 50% of tested persons enroll on PE directly. Only about 12% enroll directly from test to Co-audit. Only a very small percentage will enroll onto an Anatomy Course directly.

The line can break down as follows:

1. Improper Ads.
2. Bad routine in test giving.
3. Lack of a good Comm Centre in testing which files and routes the folders and sheets.
4. Lack of timing devices on each desk.
5. Letting more than 3 days elapse between testing and evaluation.
6. Failure to sell PE only.
7. PE Instructor fails to sell Co-audit.
8. Co-audits are usually pretty good and procurement from them is good but data could be withheld from people on Co-audit about HGC and Academy.

The most destructive action on this line would be to put in a PE Director who has a bad needle reaction on Control. The action could be fatal.

Reports coming in tend to show people will evidently turn up for any Central Org Test Programme. The only weakness after that will be internal in the Central Org.

Get your PE line working. Now.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 FEBRUARY 1961

All PE
Foundations

EVALUATION SCRIPT

(Script written by Peter Greene on Experience with PE Foundation,
Johannesburg, based on recent PE Policy Letters.)

This script is to be used when evaluating tests for public individuals.

It must be studied and learned by heart by PE Evaluators.

It makes the difference between ample PE Course sign ups and very few sign ups.

Use it. It will be hat checked.

"Good afternoon/evening (give person's name). My name is:-(give it) I am a Scientologist. Please sit down."

Hands cans to subject, switches on meter. Establishes non-significant or lie reaction.

Q. "Do you have many problems?"

A. "-----" note meter reaction on sheet.

Q. "Do you enjoy the ones you have?"

A.

Q. "How would you define a problem?"

Note answer.

EACH ANSWER TO QUESTIONS IS ACKNOWLEDGED.

Q. "Do you like helping people?"

A.

Q. "Do you find it easy to give help?"

A.

Q. "Can you easily accept help from people?"

Q. "What is help?" or "How would you define help?"

Q. "Do you like change in your life?"

Q. "Do you find it easy to change?"

Q. "How would you define change?"

Q. "Have you had much change forced upon you?"

Q. "Do you like taking Responsibility?"

Q. "What is Responsibility?"

Q. "What does Create, mean?"

Q. "Do you like to create things?"

Q. "Are you easily able to create?"

Q. "Do you always enjoy good health?"

Q. "Are you ever/often ill?" (depending upon previous answer)

Q. "Are you married?" (only ask of adult)

Q. "How do you feel about marriage?"

Q. "Do you have difficulty handling money?"

"All right-Thank you." Switch off the meter. Take back cans.

"Now, Mr. (Mrs., Miss) let us have a look at your tests." Open folder.

"Your IQ Score was - - -

(a) *Less than 100.*

"This is very low. Less than average and you obviously have great difficulty solving problems. Scientology training would raise that considerably."

(b) 100-110.

"A very ordinary score and you have more difficulty than you need in handling problems. Scientology training would raise that considerably."

(c) 110-120.

"An above average score. You can take advantage of opportunity and when you apply yourself, you progress fast. However, a high intelligence is only useful so long as you have data to apply the intelligence to. Scientology will not only give you useful data, but can raise your IQ even higher."

(d) *Above 120.*

Ditto.

"Now let's look at your personality. This is what you've told us about yourself. Understand this is not our opinion of you, but is a factual scientific analysis taken from your answers. It is your opinion of you."

The Evaluation is given with excellent TR 1. Almost Tone 40. The idea is to impinge on the person. The more resistive or argumentative he is, the more the points should be slammed home. Look him straight in the eye and let him know, "That is the way it is."

"Above this line is satisfactory but even these points can be raised higher. Also knowledge is necessary to make full use of the best points of one's personality. That can be gained through Scientology.

"These middle points will get you by, so long as there is no crisis or difficulty in your life.

"Now, this section shows that you are very much in need of help."

Proceed with evaluation on the low points, column by column. Make a decisive statement about each. If the subject agrees-says, "That's right", or "That describes me all right", or similar-leave it immediately. You *have* impinged. If he argues or protests, don't insist. You simply are not talking on his reality level. Re-phrase your statement until it is real to him. Stop as soon as you get through. As soon as you get an impingement, look subject in the face and say, with intention, "Scientology can help you with that" or "That can be changed with ScientologgY", or some similar *positive* statement.

NEVER say it half heartedly, or apologetically!

Don't bother much with the high points. If he queries them tell him it is the low ones that are the cause of his troubles-and that these *can* be changed. If several are high you can add that because of these it will be easier for him than for most people, *to use Scientology to improve with.*

When the graph evaluation is complete-which should be done speedily and with certainty-pick up the meter check sheet and say:-

"Well, that tells us how you are and how you have been **in** the past. Now, let us look at your future."

"You have had and you inevitably will again.

"You have been and in your domestic life and in your job, you will find,

etc

"With those low points on your personality graph, you are going to (Here, you use what you know of Scientology and assess this.)

'Not a very bright prospect is it? Unless you care to change it."

At this point the evaluator leans back in his chair, puts down his pencil on the chart, smiles and says:

"Well, Mr. (Mrs., Miss)-That's what your tests show."

"Thank you very much."

The Evaluator does *not* reach or try to sell any more than this. If the job has been done well, the person should be worried and will probably ask a question as to what he can do about it all. If so, the Evaluator says:

"That is very commendable, wanting to do something about it. A point in your favour."

"There are many things you can do. There are all sorts of things that people go in for. In the past they tried psychology, psycho-analysis, Dale Carnegie, Confidence Courses, Mental Exercises, read books, but these things had a very limited application and you could get yourself terribly involved in mysteries, expenses and wasted time, before you found any solutions to your difficulties. All across the world today, people are coming to us, to find simpler, more straight forward answers."

(Here the Evaluator grows confidential)

"Look, I'm technical staff here. I don't have anything to do with sales or courses, but if you'd like a confidential tip, there are all sorts of courses and services going on here all the time, but your best bet is to spend £1 (or cost of PE) on a Personal Efficiency Course and discover what Scientology can offer you. That will save you from getting involved. Go and see that lady over there and tell her you only want the Personal Efficiency Course, so that you can find out what Scientology is about."

Then route the person to PE Registrar.

NOTE: Evaluators have been found to be afraid of impinging too hard, in case they caused ARC Breaks or committed overts.

It would be an overt to upset the person-if we *did not* lead him to a solution.

The only overt that can occur is to fail to get the testee on to the PE Course and thence to Co-audit.

The PE Registrar should realize that if the person walks over from the Evaluator's table to Reg, he, or she, is SOLD already. Registrar therefore does not have to sell. The person now knows he/she needs help and has been shown where to get it. Give the help by accepting 41 and have the person fill out 2 PE attendance cards. Tell him when to start the course and wish him luck.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 MARCH 1961

Central Orgs All PE Letter Registrar

AUTOMATIC EVALUATION PACKET

FOR PE FOUNDATION

The following items are the current extent of the Evaluation Packet.

It is intended that when a person is tested, his test is marked and automatically evaluated, and the evaluation (with the literature tentatively listed below) is sent to the Evaluator. When the person tested comes in for his or her Evaluation appointment, evaluation is done from the automatic evaluation strictly in accordance with the Model Evaluation Script.

The person is then given the whole packet and is directed to the Registrar or whatever routing is arranged. The packet is his or her property.

As soon as I write these hand-outs mentioned in 3, 4, 5, 6, 7 they will appear as HCO Information Letters for your getting them letter-pressed. No. 7, State of Release, has already appeared in this form. (HCO Info Ltr, of February 22nd, 196 L)

All sheets and plan of the Auto Evaluation itself now exist in Johannesburg.

A packet should be made up also for all persons already evaluated in the past and sent to them by mail.

**EIGHT UNIT PACKET
IN ENVELOPE WITH NAME ON IT**

1. Graph, Evaluation slips.
2. Form Letter giving IQ and future.
(3, 4, 5, 6 & 7 are letter-press sheets)
3. What is Scientology?
4. The Cheapest Way-PE Co-audit.
5. The Fastest Way-Individual Processing.
6. The Educational Way-Books, Training.
7. The State of Release.
8. Two free tickets for a test they can give their friends.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 APRIL 1961

Central Orgs
PE Dept

AUTO-EVALUATION SLIPS

On the American Personality Analysis or the Oxford Capacity Analysis, there are the personality traits, lettered from A to J. For purposes of auto-evaluation, the total span of the top (+ 100) to the bottom (- 100) for each trait has been divided into sections, numbered 1, 2, 3 and 4. These sections are divided as follows:

From + 70 and above to + 100 is Section 1. From + 20 and above to + 69 is Section 2. From - 40 and above to + 19 is Section 3. From - 100 and above to - 39 is Section 4.

Each trait, therefore, has four possible auto-evaluation cards. The cards, say, for Happy, Trait B, are lettered B I, B2, B3 and B4.

According to the score made by the person tested, a card is selected on the basis of that person's score. A person scoring + 50 on Active would have card E2 selected, scoring + 10 on Appreciative would have card 13 selected, and so on.

Syndromes are a different matter. The only instances Syndromes can occur on the auto-evaluation are where a high score made in Section 1 (+ 70 and above to + 100) is opposed to a low score made in Section 3 (- 40 and above to + 19) or Section 4 (- 100 and above to - 39). As an example, say a person made a score of + 90 on Trait A, Stable, and a score of - 80 on Trait C. Well, a person cannot be stable and of firm character when he is obviously scattered and nervous; therefore, as regards his score on Trait A, you could say that he would like 'to believe that he is very stable or is in the valence of a person who is or believes he is stable. In such a case, as this you would NOT include, in his auto-evaluation packet, Trait AI and Trait C4. Instead of these two cards, Trait AI and Trait C4, you would only give him the one Syndrome card lettered AI C34 - S.

To repeat, Syndromes occur only when one particular Trait has received a high score in *Section 1* and is in opposition to a Trait with a low score in Section 3 and Section 4.

There are fifteen Syndromes of importance and significance. All Syndromes are lettered AI B34 - S, BI A34 - S, AI C34 - S and so on. When a Syndrome occurs, the one Syndrome card is used for the two traits, so you would have the one card AI B34 - S, rather than two cards AI and B3 or B4.

Syndromes, even though there are fifteen, are limited in number to any particular test as there are reverse Syndromes, like AI C34 - S and CI A34 - S. Obviously, if he has a score in Section 1 of Trait A and a score in Section 3 or 4 of Trait C, that eliminates the opposite Syndrome, CI A34 - S.

The IQ cards given in the auto-evaluation set do not compare to other IQ tests given in different organizations, as the highest possible score on the IQ test on which these cards are based is a maximum of 150 points. For other IQ tests with a different maximum score, different card content will have to be made.

These auto-evaluation slips and the graph are part of the eight unit Automatic Evaluation packet for the PE Foundation (see HCO Policy Letter of March 2, 1961).

Please note that these auto-evaluation slips are written for adults only and should never be given to children. Further, the procedure on handling the Automatic Evaluation packet is to have the individual come into the organization for a personal interview with a PE Consultant. At this appointment, the PE Consultant covers the auto-evaluation slips briefly with the individual, hands him the Automatic Evaluation packet, and routes him, if interested, to the PE Registrar for registration.

MSH:ph.rd

Mary Sue Hubbard
Org Supervisor WW

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for
L. RON HUBBARD

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

HASI POLICY LETTER OF 30 OCTOBER 1958

All Board Members
Association Secretary
All Technical Staff
Los Angeles, New York,
Melbourne, Auckland,
Johannesburg
I each staff member

PERSONNEL EFFICIENCY FOUNDATION

The following policies shall govern the PE Foundation of the HASI.

Purpose: To make a better worker of the worker, a better executive of the executive, a better homo sap on all dynamics.

The PE Foundation is a separate unit of the HASI with the stature of the Academy or HGC under the Technical Division.

The PE Foundation shall be governed by the PE Director who shall have full authority under the policies of the HASI over the conduct of its staff and affairs, its schedules and programs.

The PE Director post shall be a full time activity and may not be filled part time. The hours shall be from 2:00 p.m. to 10:30 p.m. daily except Saturday when they shall be 1:30 p.m. to 6:00 p.m. for the purpose of giving a Saturday afternoon public lecture.

The Director of Training and the PE Director may not be the same person at any time.

The PE Director shall also be the PE Instructor unless the average attendance shall exceed 25 persons per week at which time he may have one part time instructor or more as indicated.

The PE Foundation may have its own administrator andlor Registrar who shall be governed by the Director of Procurement and the PE Director.

The PE Foundation shall have a night reception, book sales person but this person may not be the instructor.

The PE Registrar shall be responsible for collecting the correct names and addresses of all persons attending the PE Course and giving these names personally to the Address Section and no other person or agency, providing that qualified persons of the HASI may have the lists of names thereafter but only from the Address Section of the HASI.

Cleanliness and orderliness of PE rooms before and after use is the responsibility of the PE Director.

L. RON HUBBARD

LRH:rs.rd

(The above Policy Letter was revised and reissued from Washington, D.C., byPEFoundation HCOWW as HCO Policy Letter of 16 July 1959, *Personal Efficiency Foundation*, changing HASI to read PC throughout, and in the fifth paragraph changing the hours to read "from 2:00 p.m. to 10:30 p.m. daily, Mon-Fri.")

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

HCO BULLETIN OF 17 MARCH 1959
Issue 2

BPI

Magazine

DO IT YOURSELF THERAPY

At last we have a successful way for the untrained person or the financially embarrassed Scientologist to make it all the way to release and prepare himself for theta clear at low cost.

Heavily supervised co-auditing at HAS level has become possible with my development of two things,

1. Processes that undercut most reality levels, and
2. Muzzled auditing.

For as little, as 2 gns (or \$10) a week, one can have the major benefits of Scientology by giving a little and getting a lot.

HAS Co-auditing courses are run by all major Central Organizations and are being started in HCO enfranchised centres.

The applicant enrolls in the PE Course and receives a week of theory. He graduates to a Comm Course lasting two weeks of three nights each and costing 2 gns (or \$ 10) per week. He receives his HAS certificate and graduates to co-auditing for three nights a week for 2 gns (or \$ 10) per week and continues on until he reaches the state of *release*. This may take many months but he gains all the way in health, on his job, in his environment.

The co-auditing is done "muzzled" and under the heavy supervision of a trained professional who knows how to do it.

It is only successful if so done.

These new processes and muzzled auditing can be the beginning of a new civilization. For, cases are cracking on these units with such frequency and speed that even old timers instructing them are getting an eager new look.

A *release is* a person whose case "won't get any worse". He begins to gain by living rather than lose.

Release is a way point toward theta-clear. A good release can be theta-cleared by a professional running engrarns in from 50 to 125 hours.

This is the new look. If you want to know more about it, write Hubbard Communications Office Worldwide in London or your nearest central organization.

We can put hundreds of thousands upstairs rapidly if we follow this well-blazed trail.

We are **still** winning.

L. RON HUBBARD

NOT HCO POLICY LETTER ORIGINAL COLOUR FLASH NOT GREEN ON WHITE
HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO BULLETIN OF 24 MARCH 1959

Dist. WW

HAS CO-AUDIT

All offices should recognize that we have something new and startlingly successful in HAS Co-auditing done by and in the organization as an adjunct of the PE Foundation.

The complete gen on how to do this will be released in the very near future on these lines. This bulletin is to point out its importance.

It is expected that the following cities will begin in the central organization HAS co-auditing courses immediately on receipt of the technical information:

London (already in progress), Los Angeles, New York, Melbourne, Johannesburg
(where the information already exists), Paris, Washington (optional), Auckland
(where the information already exists), Perth.

At once all names and addresses of all PE attendees should be gotten in order as mailing lists by the above organizations for their areas and they should stand by to make an immediate mailing.

Persons for night work should be appointed by the above organizations as follows:

PE Foundation Director PE Foundation Instructor HAS Comm Course Instructor HAS Co-audit
Supervisor.

The PE Foundation basic course is one week long-5 nights. HAS Comm Course is three nights a week, co-audit supervised is the same three nights. In case of crowded quarters the HAS Comm Course should be on a different three nights than the HAS Co-audit, i.e. Monday, Wednesday, Friday Comm Course; Tuesday, Thursday, Saturday co-audit.

The charge to any applicant should be two or three guineas per week or S 10.

THIS IS THE MOST IMPORTANT SINGLE PROMOTION EVENT OF THIS YEAR AND SHOULD BE TREATED AS SUCH.

MAGAZINE - MAJORS AND MINORS

It has been found in at least one organization that the purpose of major and minor issues of the continental magazine has not been understood. A major issue goes out once every month to the membership only; a minor issue goes out once every month to the entire mailing list, particularly book buyers. Certainty Issues Vol. 5 No:23, Vol. 6 No.3, Vol. 6 No.2 are typical minor issues and with their ads adjusted and made more timely are now being sent to the entire mailing list.

Neglect in sending minor issues to the entire mailing list can result in the eclipse of an operation, otherwise there is no adequate method of contacting new book buyers. Minor issues are mainly slanted at new book buyers but go to the entire list.

If your mailing lists are not so arranged as to make this possible or if your address systems make it difficult you had better do something about it in a hurry as these are the most uneconomical omissions that can be made by an operation.

SCIENTOLOGY SERVICE ADMINISTRATOR

HCO offices requiring books, tapes, bulletins and other services should request them from HCO Administrator WW, 37 Fitzroy Street, London, which post is now occupied by Roddy Stock. The function of this post is to give service to other Scientology organizations and HCO offices.

LRH:mp.rd

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W.1

HCO BULLETIN OF 25 MARCH 1989

HAS CO-AUDIT & COMM COURSE

The new HAS course starts with two weeks Comm course followed by an unlimited time on the HAS co-audit course. Almost any student can co-audit, even if he has no reality on coaching. If a student is unreal on the Comm course, then put him on to the HAS co-audit-at least he will get some processing and some gains.

COMMUNICATION COURSE

The Comm course consists of TRs 0, 1, 2, 3. The emphasis on TR 3 is not on Comm bridges so much, but on the duplicative question.

Method: The coach sits opposite the student auditor with his back to the Centre of the room. He never flunks the student auditor. His only originations are "start", "fine" and "that's it". He may make an occasional short, complimentary remark.

If the student auditor is doing something wrong, the coach puts his hand out behind him and waits for the instructor to come and handle the difficulty. The instructor never corrects the student auditor. He just gets him to carry on with the session.

The idea here is: 1. To get the student auditor to do the drill and not spend all evening discussing it. 2. To prevent the coach from coaching with unreality and invalidating the student auditor.

HAS CO-AUDIT COURSE

1. The students are briefed and told that if they blow session the instructor will not stop them. The course exists to help people who can help themselves. They will not be pursued.

2. The students are divided into co-auditing teams. The auditor sits with his back to the centre of the room and the pc faces the room.

Assignment: The instructor goes to each team, puts the pc on the E-Meter and finds a terminal for the auditor to run. He does this by asking the question "Who would you blame for the condition you are in?" If no terminal bites, run "Himself". If this still doesn't bite, run Dynamic straightwire. The question asked on Dynamic straightwire is "Tell me what would represent yourself", (on Dynamic one, etc). After asking this question about each dynamic, run the following commands on the wackiest answers.

Processes are selected persons overt straightwire. "Recall something you have done to (terminal)" "Recall something you have withheld from (terminal)." General persons overt straightwire, "Recall something you have done to somebody" and "Recall something you have withheld from somebody". Each command in these two straightwire processes is repeated alternatively.

The auditor does muzzled auditing. Muzzled auditing means that the auditor says only two things. He gives the command and acknowledges the answer to that command. If the pc says anything that is not an answer to the command, the auditor nods his head and awaits an answer before giving acknowledgement.

If the auditor gives the wrong command or gets confused, or if the pc forgets the

command, the auditor says nothing to the pc. What he does do is place his hand behind him and wait for the instructor to handle the situation.

The auditor never leaves his chair to ask the, instructor anything. The instructor never talks to an auditor who leaves his chair.

The auditor keeps on running a terminal until the pc starts repeating answers. When he judges the process is flat he puts out his hand and the instructor comes around to cheek.

At the end of the first session students change teams simply by moving one seat round. They keep the same auditors and preclears for as long as possible on course. Seats may be numbered to ensure consistency.

At the end of the evening the auditor writes out an auditor's report. This places his attention on his pc, keeping him more in session, and has him feel responsible for doing something to help his pc.

If the auditors remain strictly muzzled nothing can go wrong. It is up to the instructor to see that they remain muzzled. He is processing the pes via the auditors, and to do this, rigid control must be maintained at all times.

L. RON HUBBARD

LRH:mp.msp.rd

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO BULLETIN OF 3 APRIL 1959

HAS CO-AUDIT AND COMM COURSE

Further to HCO Bulletin of March 25, 1959, the cost of the HAS Co-audit and Comm Course is 2 gns per week payable to the evening reception on each Monday evening, No credit is extended for this course. The price is 2 gns per week regardless of the number of weeks spent on the course.

The following is the schedule covering the HAS Comm Course and HAS Co-audit:

COMM COURSE

First Week

<i>Monday</i>	<i>Wednesday</i>	<i>Friday</i>
7.00 - Roll Call, Briefing	7.00 - Roll Call, Briefing	- Roll Call
7.15)	7.15) - TR 1	7.15) - TR 3
8.25) - TR 0	8.25) Change 7.50	8.25)
8.30) - TRO	8.30) TR 2	8,30) - TR 3
9.40)	9.40) Change 9.05	9.40)
9.45 - End	9.45 End	9.45- End

New students: 7.15 - 8.00 - OCA test.

Second Week

<i>Monday</i>	<i>Wednesday</i>	<i>Friday</i>
		7.00 - Roll Call, Bfg.
		7.15 TR 0
		7.51 - Change 7.33
		7.51) TR I
		8.25 Change 8.04
As above	As above	8.25 TR 2
		9.01) Change 8.43
		9.01) TR 3
		9.37) Change 9.19
		9.45 End

HAS COURSE

7.00 - 7.15 - Briefing
7.15-8.20 - Ist Session NO BREAK
8.25 - 9.30 - 2nd Session
9.30 - 9.45 - Reports and Questions

Above timetable subject to alteration depending on case assessments made.

LRH:mp.rd

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO BULLETIN OF 4 MAY 1959

THE PERSONAL EFFICIENCY COURSE

The Personal Efficiency Course in London has been changed and is now more in line with the HAS Course. The current schedule:

- MONDAY:** 1st hour testing. 2nd hour Cycle of Action. Homework to do something consciously. Get them to cognite that they are surviving right now and destruction occurs when they stop creating consciously. Important work: to create consciously.
- TUESDAY:** 1 st hour (under Control) Cycle of Action. 1 st part START. 2nd part CHANGE. Homework to start something they have been putting off for some time and to start and change something consciously. In CHANGE to get them to find out that change occurs through space and time. To come into Present Time.
- WEDNESDAY~** 1st **hour STOP**. 2nd hour (ARC TRIANGLE) Affinity. Homework to do the whole cycle of START CHANGE STOP and to put affinity in practice. Get them to see that if someone does not like them it is only because of their consideration and nothing wrong with them. Important word *consideration* and on cycle STOP.
- THURSDAY:** 1st hour REALITY. 2nd hour COMMUNICATION. Homework the whole of ARC. Important word, the agreement in reality. On communication the intention to see how they can handle people through ARC.
- FRIDAY:** The Goal of Life is Survival. (Let us see what man is actually trying to make survive.) The 8 Dynamics. Homework the reality level of people. 2nd hour testing.

It is evident that the above schedule is strictly for the HAS Course. The PE program is divided into two parts. The first part exactly defining control and, of course, one would in his 15 minutes talk after each 45 minutes of defining the word by agreement, give a resume of how that hour applied to living and keep emphasizing the necessity of control to BE successful in life. The second half of the course would be on ARC and here one would show that good control is only with ARC, In other words, getting a person to like, to be happy and willing to carry out orders or directions.

This will make a big difference in your enrolment on the HAS Course, I assure you because that is all the HAS Course does. It teaches people (as we have pointed out in the above) what they must be able to do, but what they cannot at present do, i.e. CONTROL WITH ARC. The Course itself is run simply in that the instructor either reads or does not read all the definitions of what one is defining. For instance STOP. He then gives a very short talk on what this has to do with living, what we are talking about, then he asks how it can be applied and then asks someone in the audience for a definition. "What does it mean to him as an individual", because they tend to get lost in dictionary definitions and authorities of other people. So it must be a definition from the first person as to what it means to him. You have to keep pushing them back to this, because they keep getting off the point. When you get a definition from one, ask other people if they agree with it. Occasionally ask them if that means something to them, if that increases their understanding of this term, and so on, etc. After 45

minutes you get them all to agree to one definition, and give a short talk on how that applies to life, and the pitch, which is of course processing and training. On the Course sell **PROBLEMS OF WORK, FUNDAMENTALS OF THOUGHT, THE TONE SCALE and ASSOCIATION MEMBERSHIPS.**

The secret of running a PE Course is as with anything else, based on two things: First is the ability to handle people and their originations and second their communication, being able to invent or create answers four times as fast as they can. And with that I leave you.

PERSONNEL EFFICIENCY COURSE INSTRUCTOR

Purpose: To make a better worker of the worker, a better executive of the executive, a better homo sap on all dynamics.

Duties..

- 1 . Prepare room.
2. Get boards ready, which consists of one release form, an OCA test and a note of paper for them to work out on.
3. Put the students in the classroom.
4. Go up and introduce yourself and get to know them.
5. Ask them if they want anything, e.g. any question answered, and when they ask, answer them with stable data.
6. Then give them the boards, have them fill in the necessary forms and then start the OCA test. Time3/4hour.
7. The schedule to be taught is attached.
8. Friday: 1 hour lecture, 3/4hour test, 1/4hour two-way comm, selling books, etc.
9. Write to them on Monday and give them their test results, etc.

On teaching: You take old stable data out and you help student replace with Scientology stable data. If you do this you have no need to worry about selling anything-they are Scientologists for life.

THE COMMUNICATION COURSE

Everybody can talk, but to be able to be understood by another person is something else. In this Course you learn how to make yourselves understood and how to be able to be interested instead of interesting in your conversation, work, in your everyday life. Life looks good to us when we are able to communicate with people, as after all aren't people life?

TIMETABLE

Monday, Wednesday and Friday 7.00-9.45

MONDAY

TR 0

NO BREAKS

Purpose: To be able to confront without fidgeting, embarrassment, being interesting and to be interested.

Student and coach are seated -at a comfortable distance apart.

Coach: Never invalidate a student or correct him. Coach is to encourage student, and be willing to be confronted.

WEDNESDAY

TR 1 &2

NO BREAKS

Purpose: To teach a student to send an origination across from himself to the coach directly.

Student and coach are seated at a comfortable distance apart.

Coach: To acknowledge that an origination has been received by "Good", "Fine", "OK", "All right", "Thank you".

Half-way through change over. Coach is now student, student is coach.

FRIDAY

TR 3

NO BREAKS

Purpose: Duplicative question. To teach a student to be able to repeat an origination afresh each time as it has never been said before and to acknowledge the answer.

Commands: "Do birds fly?" - "Do fish swim?"

Student and coach are seated at a comfortable distance apart.

Coach: To be able to duplicate a repeated question afresh each time.

THE HAS CO-AUDIT COURSE

This course is run as follows:

You give students $\frac{1}{4}$ of an hour in lecture of the Muzzled Auditing. Muzzled auditing is: Auditor gives the command and acknowledges with Okay, Thank you, Fine, All-right, the execution of the command only. Any other originations he just nods. If there is an ARC break, auditor puts his hand towards the back of his chair and waits for the instructor and instructor handles ARC break.

Stable Data - Instructor audits pcs via auditor.

No student is to speak to instructor without putting his hand by his chair and instructor goes to student. This prevents students from snapping terminals. You will have success this way as the student gets reality as a pc and auditor.

In the $\frac{1}{4}$ of an hour you also make roll-call, answer questions, etc.

Auditing I lar 10 m each way. In the end of the evening you allow 10 minutes for auditors' reports.

Instructor starts and ends sessions. No breaks.

Director of PE Foundation

NW:mp.rd

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 23 APRIL 1959

HAS CO-AUDIT COURSES

HAS Co-audit courses should begin at once in every Central Organization London, D.C., Los Angeles, Melbourne, New York, Auckland, Johannesburg.

This course gives a comm course teaching TR 0, 1, 2, 3 as per previous bulletin-three nights a week for 2 weeks, then an unlimited co-audit course 2 nights a week. ip

The lead in a PE Course (see old PABs).

The charge is at least 2 gns or \$10 per week for all.

The student is issued his HAS at end of 2 weeks.

The co-audit uses muzzled auditing on overt withhold straight wire, the instructor doing assessment. More data will come out on this. However, it should begin at once. Use old PE name lists in your area.

It is staggeringly successful.

L. RON HUBBARD

LRH:mp.rd

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W.1

HCO POLICY LETTER OF 28 MAY 1959

NEW HCO WW DEPT

A new department of HCO is created herewith; it is

PE FOUNDATION HCO WW.

This is an information center on HAS Co-Audit. The place of the department is London and all queries about HAS Co-Audits or the running of PE Foundations should be addressed to it as follows:

PE Foundation HCO WW
37 Fitzroy St.
London W.1

L. RON HUBBARD

LRH:gh.rd

[Excerpted from HCO P/L 28 May 1959. The remainder of the Policy Letter concerned a personnel appointment. - Ed.]

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

HCO POLICY LETTER OF 11 JUNE 1959
Issue 2

CENTRAL

DATA ON HAS CO-AUDIT

All HCO Secretaries should check and see if they have the following data on HAS Co-Audit:

SEC ED 149	10.3.1959
HCO Bulletin	17.3.1959 Do it Yourself Therapy
HCO Bulletin	24.3.1959 HAS Co-Audit
HCO Bulletin	25.5.1959 HAS Co-Audit and Comm Course
HCO Bulletin	3.4.1959 HAS Co-Audit and Comm Course
HCO Policy Letter	23.4.1959 HAS Co-Audit Courses
HCO Bulletin	4.5.1959 The P.E. Course

The following is to be converted into a SEC ED:

LOCATION OF TERMINALS ON HAS CO-AUDIT

The only process to be run on HAS Co-Audit now is Overt Withhold Straight Wire. The commands are "Recall something you have done to -- 2' and "Recall something you have withheld from -- 2', run alternately.

This is the only process to be used. Dynamic Straight Wire is now cancelled on the HAS Co-Audit, and also Know to Mystery Straight Wire.

The emphasis on this course is on present life terminals. These are sufficient to create a release. Once the student is a release he can go to a fully qualified auditor who will process him to Theta Clear.

The terminals to look for are contra-survival ones, not pro-survival ones. If pro-survival valences are run out the contra-survival valences become even more solid.

These are located by asking the pc questions, bringing in minus tone scale emotions, such as pity, blame, shame, regret. Also, find out who he has forgotten about. The terminals must contain physical pain or unconsciousness.

This should take the HAS instructor a couple of minutes to locate. If he has difficulty in finding a terminal, he should run the pe on himself.

This course gets excellent results because it is straightforward and simple. So stick to this life's terminals and you will get your releases.

L. RON HUBBARD
by
HCO Secretary London

NW:gh.vmm.rd

HUBBARD COMMUNICATIONS OFFICE

37 Fitzroy Street, London W.1

HCO POLICY LETTER OF 16 JUNE 1959

HAT OF PE HCO WW

PURPOSE

To disseminate Scientology. To increase the number and quality of PE Foundations all over the world. To ensure the smooth running of all PE Foundations. To train good PE instructors.

ADMINISTRATIVE

To make and maintain a record of all PEs. To write once a month to all Directors of PE and find/give technical data and promotional ideas.

The PE WW HCO is to receive once a month reports from PEs of number of students, of each class and the results thereof.

To have for each PE Foundation a file with all reports in and to inform LRH of the progress of PE Foundations.

To be in communication with HCO London.

PROCUREMENT

To procure Scientologists in opening/running PE either by franchises or in the HASI. This will be done by running HAS/PE on auditors of ' the field and increasing their *willingness*. *Names* can be obtained from CIF.

To be in communication with HCO franchise holders for the technical side and to give them any encouragement they need for the dissemination of Scientology.

L.RON HUBBARD

LRH:nw.gh.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 AUGUST 1959

CenOCon
UK Franchise Holders

HAT OF PE HCO WW

This policy letter cancels the one dated June 16th 1959, and is held by our HCO WW representative in **the USA at the moment**.

The new PE HCO WW was trained by Ron in London, where she gave the UK field auditors considerable encouragement.

HCO WW extended an invitation to all field auditors in the States to contact her. She will be only too pleased to show you how to run a model HAS Co-Audit Center.

Purpose

To disseminate Scientology. To increase the number and quality of PE Foundations all over the USA. To ensure the smooth running of all PE Foundations. To train good PE and HAS Co-Audit instructors.

Technical

To run model PE and HAS Co-Audit courses in Central Organisations, and to disseminate Scientology in the field by teaching auditors how to run model HAS Co-Audit courses.

Administrative

To be in direct communication with HCO WW, Saint Hill, East Grinstead, Sussex, at all times.

To handle any written letters from field auditors directly concerned with the setting up of HAS Co-Audit Centres in the field.

To keep HCO WW Saint Hill, the home office, fully informed at all times.

To help field auditors set up the administrative side of their Co-Audit Centres.

Procurement

To procure Scientologists by opening/running HAS Co-Audit Centres. This can be done by increasing the willingness and encouraging the field auditors to run HAS Co-Audits.

The HCO WW PE Director is *not* to do any of the following:-

Not to handle 10% weekly payments in any manner or form. These are to come directly to HCO WW, Saint Hill.

Not to send out any Policy Letters, Bulletins or any written information to franchise holders. These come direct from Saint Hill. All mailings to US franchise holders must originate from Saint Hill, unless the issuance thereof is authorised by HCO WW.

Not to handle reports from franchise holders or any correspondence unless it is directly connected with her participation in the running of a centre in that area.

Not to handle any communications to or from other Central Organisations to which she is not directly connected to at the time.

NW:brb.rd

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HCO Secretary WW

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 29 SEPTEMBER 1959

HCO Franchise Holders
Association Secretaries
HCO Secretaries

THE ORGANIZATION OF A PE FOUNDATION

Even though we haven't the time, personnel or mest to do in many places a full dress PE Foundation, I think it would help if I described a minimum full dress PE.

A PE Foundation is itself but it is also in a Central Org one of the six departments. In either case, whether done as an HAS Co-Audit Franchise or as a Central Org Department, it has the same staff and routine, handles the same factors and confronts the same problems.

A PE Foundation is a programmed drill calculated to introduce people to Scientology and to bring their cases up to a high level of reality both on Scientology and on life. This is best accomplished not by giving them samples and bits and trying to lead them into auditing but by giving them gen and serious results as heavily and rapidly as possible. A PE Foundation in its attitude goes for broke on the newcomers, builds up their interest with lectures and knocks their cases apart with comm course and upper indoc.

There are basically three divisions to a PE Foundation; the first of these is the free course; it is the purpose of this course to:

Inform and interest by showing the people that this applies to them and is a duplicate of their own actions and thinkingness. Only then does Scientology communicate. Don't overwhelm-penetrate. Show them that this is how they think, not how we think they think. Be factually explicit about it, talk with certainty and not with apologies.

A PE course curriculum should now consist of a mixture of drills and lectures. The first evening lecture should talk about definitions in life as found in Scientology. The dynamic principle of existence, the eight dynamics, a preview of the next evening's lecture should be given and this lecture should consist of a very rapid survey of comin course TRs Zero and One and should sail in the second hour into the ARC triangle, and all data for the rest of the week used in lectures should consist of ARC triangle data taking up the whole subject and one corner at a time. The remainder of the week previews TRs Two and Three, and says how the TRs are used in life and how people can't do them. The last lectuT&s last part sells the HAS Comm Course.

The second week and the third are spent in comm course with basic TRs encouraging not criticizing. The coach says fine when he thinks it's fine and otherwise keeps his mouth shut. This is muzzled coaching. The student does not get out of the conim course until he can be trusted to show up well in a muzzled co-audit. This takes at least two weeks. He pays off the course by the week for his comm course as well as his later co-audit.

The Co-Audit course runs similar to the comin course in hours. The only process now permitted on an HAS Co-Audit is 'From where could you communicate to a body part' the body part being selected by the instructor with an E-Meter (in a pinch the instructor selects by observation and the answer to the question 'Ever have anything wrong with your body?' and use whatever the Pc says). When a key body part is flat, 'From where could you communicate to a body' can be run but only this type of process is allowed. If you go and bring in a lot more processes you've had it. Only this

process can be counted on to bring reality and results to people on a broad scale. When a person can't gain on it because of case then get him into private auditing. NEVER let anyone simply walk out. Convince him he's loony if he doesn't gain on it because that's the truth.

Very well, these are the sections of the PE Foundation. A student now has to complete at least five weeks of co-audit before we give him an HAS certificate. It's not a valuable certificate evidently unless we do it that way.

Now for personnel. Nearly every PE Foundation everywhere is understaffed. Many have to be. But one should at least know the correct amount of staff.

The minimum full scale PE staff should consist of five people, four of them part time, one of them full time. These people are as follows:

The PE Director. Takes no classes, makes no lectures, works from two to ten p.m., supervises and interviews and keeps the course and other instructors going. Lack of a PE Director without a class leaves the place unsupervised and in a confusion.

Receptionist. Routes, handles and invoices people with the help of other PE staff in the first rush, and then makes announcements and sells books in the breaks.

PELecturer. The. best and most convincing lecturer evenings only.

Comm Course Instructor. Part time. Anybody but the Academy comm course instructor that knows his business. The Academy man will be too tough and heartless for the public stomachs at this stage.

Co-Audit Instructor. Part time. Choose the person people tell their troubles to. Choose a person who doesn't mind people screaming in the unit and in fact rather likes it. This person takes responsibility for all cases.

The PE Director as does the HGC Director of Processing gets in trouble really if he takes a course or a class, as he leaves all other activities unguided. He can drop in, he can start a class. He can give an address of welcome, but he should not have a class. If he has one the whole place falls apart for lack of a guiding hand and somebody competent to pick up and sort out the emergencies and interview people.

Now roughly speaking, that's the staff curriculum and courses of a PE Foundation. If yours is running a long way from this one, that is the reason you're having a rough time and losing people and that's the shape you ought to be shooting for. I know we can't all have this but when things start to boom you'd better be able to have it or you'll go boom too. The thing to do is to sneak up to this as a minimum size with which you can work.

If there's no Central Org you'll need daytime secretarial and files by and by or the PE Director will get swamped with papers.

The whole dream of a PE Foundation is to get the people in fast, get them invoiced in a congress type assembly line, no waiting, give them hot, excited, positive service and boot them on through to their HAS and THEN worry about doing something else with them. And never let a student leave or quit-introvert him like a bullet and get him to get audited. If he gets no reality don't let him wander out. If he walks in that door for a free PE, that's it. He doesn't get out except into an individual auditor's hands in the real tough cases, until he's an HAS.

So that's the size and shape of it.

Luck to you.

L. RON HUBBARD

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**NOT HCO POLICY LETTER ORIGINAL COLOUR FLASH
NOT GREEN ON WHITE
HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. 1**

**HCO BULLETIN OF 29 DECEMBER 1960
Reissued from Sthil**

Franchise Holders

THE NEW PE AND THE NEW HAS CO-AUDIT

The new HAS Co-audit takes company in a PE Foundation with the free PE Course, the new Anatomy of the Human Mind Course (requisite for HPA/HICA) and a tape play.

The PE Course can run 3 nights a week or 5 nights. The Anatomy Course (consisting of 20 lectures) should run 2 nights a week. HAS Co-audit can run 3 to 5 nights a week but might work better running the same nights as free PE. The tape play can be ran at any time-5 nights or two hours on Saturday afternoon or Sunday.

As to materials, I am now assembling these. This HCO Bulletin gives the backbone of the HAS Co-audit. I am readying up full texts of the Anatomy Lectures. PE Text will shortly be more fully released. I have installed a new PE Foundation in HASI Johannesburg and it is successful at the rate of 30 new people a day. But to smooth it out and make it economical is taking me a bit longer.

An HAS Co-audit should be run only for people who have been "trained" on a PE Free Course. The PE Free Course should consider itself a training activity for the Co-audit, rather than a selling activity for Scientology. One should assume in teaching a PE that the student wants to help people and get help for himself. Elementary (very) Comm Course TRs should be sketched in and a touch assist taught. The only selling is defining Scientology and saying that to know the parts of the mind one should take an Anatomy Course.

The following is conditional, subject to review:

People who take a Free PE and an Anatomy Course get an HAS Certificate. It is also required that they spend 3 weeks on the Co-audit. Free PE is the only requisite for Co-audit attendance.

The HAS Co-audit consists of the same elements as always. The people come in, show the Instructor their paid invoices, are put in their chairs and auditing started by the Instructor. Cans can be held by the pc if a switchboard E-Meter rig exists. But individual E-Meters are not used.

At the end of the first period of auditing, the teams are shifted but not just exchanged. People are not audited by their pes. They are started again by the Instructor. The session is ended by the Instructor.

Extreme muzzle is used. The auditor needing help puts his hand back of his chair for the Instructor to arrive.

The commands are written on one or two boards for the auditors to see. They are also issued on sheets of paper.

The pc faces outward into the room. The auditor inward.

The fee should now be per evening, perhaps 5s or 50c per person.

There are just two processes to be used. These are to be called the HAS Co-audit Process 1 and HAS Co-audit Process II. They are complicated enough to hold interest. HAS Co-audit Process 1 runs ARC breaks, PTPs, Sornatics, the bank and the room and hits all case levels. Leave standard O/W, help and other clearing processes alone, no matter the temptation. The HAS Co-audit processes are what the attendee can do, not what the Instructor can do in individual session. The Instructor runs all cases present, and he needs something that bites just enough to improve the case but not enough to make a bog.

The HAS Co-audit Process I, I developed from the 1950 ARC triangle. A new process type that is permissive between bank and room makes this new development unique.

HAS CO-AUDIT PROCESS I

The commands are as follows:

- "Find something you disagree with"
- "Find something you agree with"
- "Find something you would rather not communicate with"
- "Find something you would communicate with"
- "Find something that seems unreal"
- "Find something that is real"

HAS CO-AUDIT PROCESS II

The commands are as follows:

- "Get the idea of attacking"
- "Get the idea of not attacking"

HAS Co-audit Process I is of course a fundamental way of raising tone. It also has a taste of Rising Scale (8-8008) in it. This is the confront process. If the pe gets sticky or dopey or choppy, one shifts to 11 but HAS Co-audit I is the work horse-it is done longer than 11.

HAS Co-audit Process II is of course the havingness process. If a pc looks too belligerent or too mild, the Instructor should run 11 heavily on the pe. The worse off a case is, the more automatic the attack factor is and the less the pc can attack anything. All psychosis is is dramatized attack, so this process runs from low to high. Naturally you can see that it is an O/W version, but no withholds need be announced.

In HAS Co-audit Process 11 the Instructor may substitute "think" for "get the idea" at his discretion with cases that have trouble with "get the idea", but a higher percentage of cases, I believe, bog on "think" than on "get the idea". In 11 the Instructor may in some cases at his option assess a generalised terminal and add it after "attacking" in the command.

Process 11 may be run on a case before 1. But a little 11 goes a long way. If a central meter switchboard is used, cases that get sticky on I can be shifted to 11. Try to end a session on 1, not 11.

I think you will find that 11 makes roaring tigers out of pcs and I makes them into serene angels.

Both processes are unlimited. I and 11 could be run for 500 hours. They might actually clear people if used long enough but the fact is not yet known.

If a pc continually stays in PT and uses only the room on 1, shift the pc to 11 for he is afraid of his bank, just as some are afraid of past lives.

These are both new, powerful processes. I think you will find Co-audit attendees very happy with them.

LRH:js.gh.rd

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 18 JANUARY 1961

BPI

COST OF HAS CO-AUDIT AND PE

The cost of HAS Co-Audit is entirely at the discretion of the local organization.

This also applies to the PE Course.

LRH:js.aap.rd

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 JANUARY 1961

S.A. only
Info other Orgs

PE COURSE ABOLISHED

As exactly none are enrolling in HAS Co-Audit from PE after test, although the PE sells well it is experimentally abolished.

Tested persons should be sold (a) Individual Auditing or (b) Co-Audit but always at least Co-Audit.

We will call Co-Audit "Do it yourself Therapy".

As people going direct to Co-Audit will know nothing about Scientology, literature should be given them and this defect remedied.

PE Registrar sells Co-Audit for 10/- a night or V.10.0 for six nights if six attendance cards are bought at once for cash.

Do It Yourself Therapy is "The lowest cost therapy in the world. It is cheap because you give some when you get some. The more startling gains of Scientology are obtained in Individual Processing at 21/2 guineas an hour. But gains are also obtainable from Co-Audit. Three evenings a week you can attend Co-Audit. It will improve your IQ and those low points on your graph."

If the person wants individual processing, don't stop him-sell it.

I will shortly erect two "Automatic Registrar" machines in the hall of 23 Hancock so enrollment in Training and in Individual Processing can be effected at once by any visitor.

Direct enrollment into Co-Audits with no PE or Comm Course has been successfully done already in the US by some Franchise Holders. It is no experiment.

Two rooms or more should be used for Co-Audit. New persons should always be sent to one room where the Instructor is prepared for their randomness. Older attendees are shunted after a week to the other room or rooms.

Liberal information as to Training and Individual Processing must be made available to older attendees of Co-Audit (after 2 weeks).

Note-An Automatic Registrar has all the Info about Training or Processing and all the forms and routing displayed on a board with pigeon holes. It is prominently displayed. One is for Training. One is for Processing. Each is a full sales talk and has all forms.

The Training one sends Applicant to Accounts, then D of T. The Processing one sends Applicant to Accounts, then HGC Admin.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 FEBRUARY 1961

[Excerpt]

Cen Orgs
Copj for each
af
Staff Hat
Not for Franchise

THE PERSONAL EFFICIENCY FOUNDATION

The PE Foundation is the entrance door of the public into the services of the Central Organization, a knowledge of Scientology and a higher level of civilization.

Test Section

By means of advertising mailings and word of mouth, the public is brought in to be tested and evaluated. This is done by the *Test Section* of the PE Foundation. This section does everything possible to route new individuals into a PE Course.

PE Course Section

A five evening PE Course is given weekly. Its curriculum is precisely laid down. Its total purpose is to explain elementary Scientology and prepare and route people into the Co-audit.

The HAS Co-audit Section

Using precise processes developed for this section only, the HAS Co-audit (Do it Yourself Processing) seeks to improve cases and further interest people in Scientology so that they will take individual HGC processing and individual training.

Summary of the PE Foundation

The PE Foundation is an entrance point to Scientology. If it fails to pass people from testing to a PE Course, from a PE Course to Co-audit and from Co-audit to the Academy and HGC then it is failing its functions, the unit will be low and the Central Organization faltering.

No section of the PE is an end-all where the public feels an action has been completed. That the PE Foundation in itself does a great deal of good is indisputable. However, the moment it relaxes on this fact and fails to pass people along, it lets down every staff member in the other five departments as well as its own people. A PE Foundation income is not adequate to support even itself, and its services in training and processing are not wholly adequate to functioning in life. It is an entrance door. It must be alertly watched. Its numbers in testing, PE Course and Co-audit today are the organization's units and Scientology's people tomorrow.

The PE Director is now, next to the Assn Secretary, the most responsible person for solvency in a Central Organization.

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(Excerpted from HCO Policy Letter of 14 February 1961, *The Pattern of a Central Organization*.
A complete copy can be found in Volume 7, page 147.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO INFORMATION LETTER OF 18 FEBRUARY 1961

Central Orgs
1 for Staff B. Board
1 for Master File
Rest for City Offices
Do not re-mimeo

MAGAZINES, TESTING, PE

Magazines

When book sales are down the main reason is failure to advertise books in the Continental Magazine.

Every now and then in the UK the magazine gets self-conscious from "complaints" from the "field" (some squirrel) about the "American type ads" for books. The UK has twice now paid attention. Immediately books dropped from around £78 per week to £10 per week. When you don't advertise and push books they don't sell. When books don't sell you don't get new people, PE or no PE.

Testing

Your whole testing programme, paid PE Course and Co-Audit had better receive a whole issue. Include in it Processing and Training as well. Make it a full brochure issue on HASI Services.

Make sure it goes to every name you have ever had from PE.

Make sure it carries ads for the basic books (13IMSMH and SOS).

Send it out to every address you have.

Make it have a coupon which gives the bearer a free test at HASI (worth \$50 if the test is taken at formal testing bureaus).

PE News

I am still working on grooving in a PE. The public will buy a PE in SA where they won't take one free. Providing the PE Registrar can sell.

Automatic Evaluation has now arrived at printing stage. It will be with you soon. Mary Sue has cracked its technical bugs with real genius. You mark and Evaluate at the same time, give the person tested a whole packet.

Get people into a good PE Course for a small fee.

The PE Instructor must give lots of time to Co-Audit and what it is and get people into Co-Audit.

Co-Audit must tell the people what they are doing and why (raising IQ, future and bettering personality).

A graph showing such gains must be put on the Co-Audit room wall and marked with two lines, one "Before Co-Audit" and two "After Co-Audit".

London gives still a free evening Comm Course. If somebody buys six nights of Co-Audit while on the PE then he could have a week free Comin Course before he starts on Co-Audit.

The main trouble on the PE line is getting intelligent selling of people. It appears that each PE post is part technical, part sales. When the people in PE forget to explain things and make them wanted, the public doesn't have enough sense to buy them.

I am getting together some handout literature on this. But it's a personal job that must be done on each person. The public just doesn't know what it wants. PE staff members have to tell them.

If other staff members want a fast way to raise units, drift into the Co-Audit and the PE at the breaks and simply tell people how fine the next step is, while mingling with them.

The test line does work, but only if it's made to work.

It's a steering job. You steer them into PE Course. PE steers them into Co-Audit. Co-Audit gets their reality up and steers them into processing and then training.

There's no place on a PE or PrR staff for people who have an abiding faith in the self-determinism of the public. The public has long since lost its power of choice. It's a question of *What* self-determinism? The public *has* to be told where to go and what to do. It's a *control* problem, not a problem in choice.

So staff members on PE and PrR have to have their *control* button clean. Only then will the people avalanche in.

When processed a while the public will have some self-determinism. But not just now.

The successful PE Foundation and PrR Dept is composed of people who are control-happy. Check over the successful PE and PrR staff members and you'll find each one is a demon on control.

That's what you want. Make it.

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HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 24 MARCH 1961

PE Dirs
HCO Sees
Assn Secs

STATUS OF PE COURSES

The following courses may be taught entirely at the option of the Organization:

ANATOMY COURSE two evenings a. week for 10 weeks.

GROUP PROCESSING INTENSIVES, routinely or on occasional weekends.

TAPE PLAYS of any Congress.

The following courses are required to be taught in the PE:

VALIDATED HAS Course comprising:

PE Course: 1 week of theory and demonstration. Comm Course: 1 week of evenings.

Upper Indoc: 1 week of evenings.

Advanced Comm Course: 1 week of evenings.

HAS Co-Audit: 3 evenings per week. (The other two evenings in its hall used for the Anatomy Course.)

COSTS

The cost of these courses is entirely at the discretion of the Central Org. Only Tape Play may be free. There must be a charge for all other courses.

It is recommended that the Validated HAS Course be started every week in Central Orgs and every few weeks in a City Office.

Franchise Holders and some City Offices have had good success with the course combination of two Comm Courses, one Upper Indoc and a PE for Theory. If a week or two of Co-Audit were added to this it would make quite a good package. Up to £35 or \$100 has been successfully charged for this package.

The PE Course should keep running weekly in Central Orgs.

The cost of the Anatomy Course should be around £10. It could be sold separately and also sold as part of a package.

NOTE

We are feeling our way through this. It is up to Organizations to use their local experience in keeping with a reality of their space and personnel.

Please report to me how you are combining and selling these courses and particularly any signal success you may have.

ANATOMY COURSE NOTE

The Anatomy Course is reported as needing promotion to be successful, but successful when taught.

As it is an HPA/HCA/HPS requirement it has to be taught anyway.

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HCO INFORMATION LETTER OF 14 APRIL 1961 Do not re-mimeo Print for PE Use in the Magazine 2 copies to each Central Org

PE HANDOUT

The following releases should be attractively letter-pressed on small individual sheets and are each one a part of the Auto Eval Packet, HCO Policy Letter March 2, 1961.

IMPORTANT: This is "What is Scientology?", the release required to be given PE Test people as per HCO Policy Letter of March 2, 1961, No. 3 of eight items.

No. 7 (The State of Release) has already come to you as part of a recent Info Ltr, and is repeated here, together with numbers 4, 5 and 6. Numbers 1 and 2 will be sent to you shortly.

WHAT IS SCIENTOLOGY?

For hundreds of years physical scientists have been seeking to apply the exact knowledge they had gained of the physical universe to Man and his problems.

Newton, Sir James Jeans, Einstein, have all sought to find the exact laws of **human behavior** in order to help Mankind.

Developed by L. Ron Hubbard, C.E., Ph.D., a nuclear physicist, Scientology has demonstrably achieved this long-sought goal. Doctor Hubbard, educated in advanced physics and higher mathematics and also a student of Sigmund Freud and others, began his present researches thirty years ago at George Washington University. The dramatic result has been Scientology, the first major and complete breakthrough by the exact sciences into the field of the humanities. Although taken from the material sciences, Scientology is dedicated in the finest tradition of human dignity and freedom espoused by brilliant men in all periods of Man's ascendancy over his relationship to the animal. The laws of this science proved to be startlingly simple when found, well within the grasp of the average person. It is a tenet of Scientology that this knowledge belongs to Man, not in the forbidding halls of learning. It is the science of the Man, the Woman and the Child in the street. It belongs to us, the People, not to any vested interest on Earth.

Scientology means the "study of knowledge". Scio is knowing in the fullest sense of the word, and logos, study.

Scientology is today the only successfully validated psychotherapy in the world. Tens of thousands of completely documented cases exist in the files of the Hubbard Association of Scientologists International.

Scientology has many "firsts". These include:

Scientology is a precision science. It is the first precision science in the field of the humanities. Yet it is sufficiently simple and rapid that where it requires twelve years to train a psychiatrist, eight weeks of heavy Scientology training can permit a person to achieve results. However, for a truly skilled Scientologist, the training period, for a doctorate in the subject, is usually not under five years and has been ten years.

Ample records exist to substantiate these firsts. Further, the results of Scientology are easily demonstrable claims that can be duplicated by competent practitioners at will using Scientology principles correctly.

The first axiomatic construction of the basic laws of thought and behavior in Man.

The first science to isolate the life unit that perceives and generates energy, a discovery comparable to the isolation of the nucleus in atomic physics.

The first science to prove that IQ and intelligence can be improved and are not inherent in a person.

The first science to discover and isolate the reactive or subconscious mind.

The first science to isolate and classify accurately the twenty-four parts of the human mind. Previous to Scientology only the brain, the body, Freud's subconscious and Pavlov's Stimulus-Response law were known. Scientology has clarified these four and has discovered an additional twenty parts, any one of them more important to Man in his efforts to bring peace and order to his environment and Earth.

The first science to determine accurately the honesty and potential character of people by invariable instrument means.

The first mental science to subject itself to the most severe validation tests.

The first science to establish a new state or condition for Man which exceeds earlier concepts of Man's potential. This alone in Scientology remains expensive due to the skilled attention it requires but is usually a quarter the price of an analysis.

The first science to put the cost of psycho-therapy within the range of any person's pocket book. A complete Freudian analysis cost three to five thousand pounds. Better results can be achieved in Scientology for ten pounds and, on a group basis, for shillings.

The first science to make whole classes of backward children averagely bright using only drills the teacher can do a few minutes each day.

The first science to determine the basic cause of disease.

The first science to contain exact technology to routinely alleviate physical illnesses with completely predictable success.

The first science of mind to prove conclusively that physical illness can stem from mental disturbance, a fact which Freud held only as a theory, and only seldom demonstrated.

Dianetics is a sub-subject of Scientology and covers the anatomy of the mind rather than the brain. "Dia"-through; "noos"-mind.

In its early years Dianetics and Scientology, representing the severe viewpoint of the physical sciences, were considered highly controversial. Since that time many of its minor discoveries have been borrowed by the humanities.

A host of famous names have passed through Scientology clinics. But it is against Association policy to reveal their identities just as the Association protects their secrets.

The Code of a Scientologist, under which Scientologists practice, is the most severe ethical code known to physical or mental groups or practices. In addition to other points, a practitioner must return a patient's fees if therapy is not considered successful. Only an average of one case in all the thousands treated in any year over the whole world ever requests a return of fees and these are immediately refunded. A practitioner may be dismissed from the Association and forbidden to practice if he violates any single part of the code.

Scientology erects no barriers to anyone by reason of religion or political affiliations; Scientology has no quarrel with the practitioners of other schools and its materials are always fully available to them, but they may not use them on patients unless the practitioner is also trained in Scientology. Medical and psychiatric degrees do not grant the right of practice of Scientology.

Scientology practitioners are called "auditors"-"one who listens and computes". Scientology auditors are available to service in any Mental Health activity in (Country) on a paid or voluntary basis, but by Association regulations, may not take staff posts in institutions which practice therapies such as electric shock which can physically harm patients.

Scientologists do not use drugs or hypnotism. They employ only their exact knowledge of the human mind.

The fullest results of Scientology are available in (City).

Scientology Central Organizations exist on every continent and centres exist in

most large cities. The principal Scientology Organization in the world is The Hubbard Association of Scientologists International. The "HASI" in (City) controls all Scientology in (Country). It is located at (address).

The "HASI" is (Country's) largest mental health organization and has a dozen practitioners for every one in other mental practices.

The Association is not political in nature. It is humanitarian. **By International Board Resolution** of long standing every Central Organization and its staff is admonished to be loyal to the Government in power in the country where it exists and not espouse political controversies.

THE CHEAPEST WAY

The easiest and least expensive way to improve your life is to take a Personal Efficiency Course and then the HAS Co-Audit.

This is the lowest cost effective mental help on Earth.

It is very little trouble to put into effect.

You go five evenings the first week and only three evenings a week afterwards.

By giving help to another person like yourself and receiving help from him you improve your IQ and personality.

Tens of thousands of graphs, like the one you have received, have been enormously improved by the "PE" route.

Expert, qualified Scientologists are supervising you every moment of the way on the "PE" route.

It is all good fun as well and you will come to know some of the finest people you ever met-people like you who have just taken a test and now want to do something about it.

All you have to do is see the Consultant. Just say 'I want to take the PE' and you will be signed up at once.

A few days after you will be wanting to thank us all for having opened this door for you.

Your future depends entirely on either Fate or upon your taking the "PE Course".

Sign up and make some new friends for yourself and a new life.

THE FASTEST WAY

The quickest way to change your graph, raise your IQ and alter your future is to see the Consultant and procure *Individual Processing*.

A highly skilled and experienced Scientologist will give you fast intensive processing daily for a week or as long as you require.

The processing consists of getting you to look at and break through all the barriers you've erected between yourself and your goals.

No drug, hypnotism or psychiatry is used. Only various mental drills that lead you out into life instead of on down into the steady grind.

Thousands of persons have been individually processed around the world with the greatest success.

Be sure you will be in good hands.

We are friends of yours.

We want you to be as well a friend to yourself

If you want the fastest way see the Consultant and say "I want individual processing".

It is more costly than the PE route but it is a thousand times faster.

Remember, only Scientology discovered IQ could be bettered, personality improved and one's fate altered. And *Individual Processing* is the fastest, surest way.

The Hubbard Guidance Centre **IS** there to help you.

THE EDUCATIONAL WAY

There are many books on the subject of Scientology.

By reading them you can help yourself at very little expense.

The following is the available book list. Buy the copies you want from the Receptionist.

(List available books and prices)

THE STATE OF RELEASE

The purpose of Scientology is to make the able more able.

There are several grades of ability in Scientology. The first of these is the general state of the unprocessed human being, or "the average person".

The first level above that is that of "Scientology Release".

A Release is precisely defined as one who has no psychotic or neurotic tendencies of any kind and has a certainty that he will get no worse.

Technically, a Release is one whose graph has been raised by processing and whose IQ has been improved.

This is done by Scientology processing obtainable from the Hubbard Guidance Centre or from the "HAS Co-Audit" (Do It Yourself Processing).

It is a wonderful thing to be able to attain the status of a "Release". For one is now more cause over life and is less the effect of his environment.

Far above "Release" are other states of being such as "Clear". However, this is a goal much more distant. One's first target is a "Scientology Release". Now one has a happier future, is luckier and more able to cope with life.

A "Release" Certificate is issued without charge by the Hubbard Guidance Centre or the PE Foundation to anyone whose Test clearly demonstrates that he or she has attained this state.

It is a grand feeling to be a "Scientology Release".

Try it.

L. RON HUBBARD

(Please note: The article "What is Scientology?" has been entirely re-written by Ron, and this one should be used in preference to the original one which was written in Johannesburg and issued from there-HCO See WW)

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[Note: Originally issued on 12 April 1961. The 14 April 1961
correction added paragraph 9 on page 196.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 AUGUST AD 14

Rernitnec,
Sthil Students
Franchise

PE COURSE

Until further notice, at once begin to teach the Anatomy of the Human Mind as the sole PE materials taught.

Cease teaching PE the way you have been teaching it. Particularly cease to use Definition by Agreement.

New study materials reveal that the failure of the student to understand some word is THE SOLE REASON FOR DISCONTINUING STUDY.

Given a PE being taught at all, then the only reasons you lose people who come into PE are (a) their failure to understand some word used, and (b) a former failure to understand some word in some similar subject in the past.

Therefore when you ask any student for a definition and refuse to take what he gives or when you fail to define, you court losing that student. So why ask him. Tell him.

The natterer in a PE falls usually under (b) above and can be told so and told to make out a list of words he has not understood in some earlier subject (religion, medicine, psychology, philosophy or whatever ARC Broke him first) and go look those words up and then come back to study Scientology.

Those who fail to grasp a Scientology word must have it fully and accurately defined for them.

If you use the schedule I dictated to Slabbert in Johannesburg and of which you have copies, and if you carefully define words used, and if you do nothing to leave the student in wonder about a word, you Will hold and increase your PEs.

I have put my finger exactly, I feel, on the reason you do not get a steady stream of income-your PE is *weak*. And I have put my finger on why PEs lose people-they don't understand certain words as per (a) and (b) above.

So to increase your inflow of PE attendance, and consequently students and pcs, use The Anatomy of the Human Mind materials in the PE and nothing else and define for the students every word used and take other measures to make sure none leave that course or any night of that course with some word misunderstood.

If you do this, I will then have time to get to you a brand new text for use in PE that will bring them in and keep them coming in.

This PE (Level I) Book is the first book on my schedule and you'll have it in a few months.

Meanwhile call the Anatomy Course the PE and teach only it.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 AUGUST 1965

Reinitneo

FOUNDATION

BASIC COURSE ORGANIZATION

Scarcity of space may lead orgs running Foundations into a gross organizational error.

One must NEVER recruit a body of people and then carry just that group up, opening new courses only when they are ready and closing the lower ones when emptied. I can tell you by grim experience that that is NOT the way to handle basic courses. The org will die if it is done that way.

One must continually nightly recruit new people and one must have in existence the next area up for them to move into. One mustn't wait for people before one organizes where they go.

One must have new applicants as all courses get smaller as they advance. If they are well taught they get a little smaller. If badly taught they get a lot smaller.

The assembly line must exist before one can get traffic to put on it. So make the line. Then get the traffic. And always feed new traffic in at the bottom. Don't recruit by fits and starts-"An opening evening every two months, etc" is bad promotion. It peaks traffic. Have one at least every week if at all.

The keynote is standardize. Even out the traffic flow. Feed steadily in at the bottom and out at the top. Get energetic about lack of people at the bottom and jams of people in the middle. Even the flow.

SPACE AND COURSES

You must allocate 4 spaces for Instruction to the Foundation. You can starve it out with 3 spaces, but poorly.

The Introductory Lecture is given every night. It is allocated to the reception centre. It can be done with earphones. It is supervised by the Introductory Lecture Supervisor who also helps with reception and routing. This is a Dist Division action. If you don't have a public reception centre and only have your org Comm Centre you ought to be ashamed and no wonder your receptionist and comm lines jam up. Public Reception ought to be separate. It should be plastered with promotion, personality graphs, tone scales, anything promotional. And the evening Introductory Lecture is given there every evening. Same lecture. You'll have one to give. In the meanwhile, cope.

The BS, HAS and HQS courses are all given in the same room. They are done by twin checking as below, modifying earlier methods.

The Foundation Academy Theory Courses (HRS, HTS, HCA, HPA) are given in one room under one Supervisor.

The Foundation Academy Practical Courses (HRS, HTS, HCA, HPA) are all given in one room.

That's four rooms total requirement. If you can gather up only 3 rooms for these activities you can put the Academy in just one room (Theory and Practical) but I assure you there won't be as much income in it as people will see no change, of space and they'll disturb one another.

TEACHING BASIC COURSES

Changing previous methods used, we will teach Basic Courses in this fashion.

We will charge a bit for BS.

We will divide "Problems of Work" and the other books into nightly assignments.

We will teach the BS Student Twin Checking.

The BS Course then consists of a number of sheets of mimcoed paper, 5 x 8 or similar size, vertical. There is a different one for each night of the BS Course. They are numbered consecutively. The first one is accompanied by a description of Twin Checking and is the first lesson.

The sheet form contains:

1. Number of lesson
2. Student's name
3. Twin's name
4. Course being taken (HAS, etc)
5. What was applied since last lesson
6. The material to be read in this lesson, certified as read by the Twin
7. Any misunderstood words (Space for notes)
8. Demonstrating examples of what the lesson means
9. Certify that twin has grasped it
10. Signature of twin and time of end of evening
11. Directions to turn sheet into the Supervisor's Basket before leaving as if any are missing no certificate can be granted.

This form is used for BS, HAS, and HQS. To the HQS is added a homework slip that also must be turned in.

This system cuts down the number of rooms and supervisors required and increases the value of the course.

For the moment, make do. Final pads will come out only when we reprint the books as Scientology texts.

ADS

Advertise your Introductory Free Lecture heavily. Tell people to bring their friends to it. Remind people of it in the mags. Tell people they can attend it as often as they like. Put a sign up in the Reception Centre that can be easily read all the way across the room.

WHEN TO ENROL

You can enrol any course, Basic or Academy on Any night.

Drop Mondays only enrolment. We enrol at all hours at Saint Hill. It cuts the load.

DON'T TEST

Skip testing on your enrolment fine up for students or pcs.

The test has no value now. It's been replaced by Grade Certs and Release Awards.

CHAPLAIN

Get a Chaplain on the job and prominently display this sign

If you are in trouble with your training or Processing and nobody seems to listen,
see
the Chaplain, RoomHe
can help.

Then groove in the Chaplain to be a Problems Officer, to listen and try to straighten up goofs by auditors and supervisors and suddenly your student and pc loss rate will almost vanish. You lose people on basic courses because they get a brush off from busy supervisors and auditors. They have no place to go. They mainly want to be heard and acknowledged. Half the time or more one does nothin.-, but one does listen.

Thus the Chaplain post is a necessity in a Foundation.

BEGOOD

Your courses now *have* to be good. Your income depends not on enrolment but re-enrolment.

If your supervision is poor, scheduling bad, the place slack and dirty it will now show up by sudden falls in Basic Course statistics. Lack of re-enrolment means lousy instruction and bad quarters and sloppy scheduling.

So be crisp.

And *don't* try to run basic courses without a minimum Foundation Staff. They just won't work.

Two orgs in the past week inadvertently confessed the lack of quality of their evening basic courses (DC and Capetown). Capetown at least is seeking an extraordinary solution. When all that's needed is a crisp, sharply scheduled Foundation.

NEW LOOK

To show the benefit of knowing what you're handling, the above data and changes occurred as a result of getting in the evening Foundation at Saint Hill. I found we hadn't the space for formal lecture type teaching and so you surely didn't have either.

Hence these amendments to the Basic Courses of the Foundation.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 AUGUST 1965
(Correction to HCO Pol Ltr of
13 August 1965)

Remimeo

FOUNDATION BASIC COURSE ORGANIZATION

CORRECTION

In making up slips of study assignments for BS, HAS and HQS Courses, the following form may be used:

- general form for all lessons of each course.
- syllabus or outline of the course giving the lesson numbers and subject, printed on one sheet.

A pad for each course (BS, HAS, HQS) is then made up with the syllabus printed on a cover and the general forms of the correct number, all alike, made up as a pad of the correct number.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 12 SEPTEMBER 1965

Rernimeo
All Foundation
Personnel

FOUNDATION

*URGENT URGENT URGENT
EFFECTIVE AT ONCE*

FOUNDATION COURSE CHANGE

THE FOLLOWING LOWER COURSE CHANGES MUST BE PUT INTO EFFECT AT ONCE:

All students enrolled in BS, HAS and HQS must be given what they were sold.

All new students will follow this exact outline.

INTRODUCTORY LECTURE

An Introductory Lecture should be given every Friday or Saturday night in small orgs and nightly in large ones and well advertised in both large and small orgs.

It stresses the value of Scientology and the value of Communication.

It sells courses OR processing in the HGC as an alternate for the lecture attendee but must sell both in the Introductory Lecture and posted prices and registration facilities must be very available.

As the people leave the Introductory Lecture they are given an outline of what they heard in the lecture and the definition of certain words.

The lecture stresses that the inability to communicate is back of most unhappiness, and sells attaining the ability to do so easily and thus handle one's problems. It is clearly stated that the course they are about to be given will improve this ability and their lives.

HAS COURSE

The BS Course is skipped. There is no PE Course. The person is sold an HAS Course.

The cost is a few pounds or dollars. The course is one week long. It enrolls every Monday. People are enrolled in advance at the Introductory Lecture. Do not sell it too cheap and sell it for cash only. Sell it by stressing its result.

The course covers exactly 5 nights. People cannot retake it without paying for it again.

Monday Night: One Hour lecture on Confronting and how it improves communication and the drill itself. One Hour permissive TR 0-(no flunks-only coaxing).

Tuesday Night: One Hour lecture on the need of TR I in life and how to do the drill. One Hour of TR 1.

Wednesday Night: One Hour of lecture on the need of TR 2 in life and how to do the drill. One Hour of TR 2.

Thursday Night: One Hour of lecture on the need of TR 3 in life and how to do the drill. One Hour of TR 3.

Friday Night: One Hour of lecture on the need of TR 4 in life and how to do the drill. One Hour of TR 4.

This completes the course and an HAS cert is issued at the end of the Friday programme, the certs being made out during the week for those attending.

WHEN the certs are handed out a short sales talk on applying these drills on the next course is given, a slip saying the person now needs the next course, and a Registrar is to hand to enroll them. Selling the next course must not be flubbed.

HQS COURSE

This course is longer and more expensive.

It is essentially a Co-audit.

it is two weeks of co-audit on any of the old public co-audit processes done in Listen Style but with TRs and muzzled.

You must be alert for I st stage Releases.

Those with chronic somatics may be run on a touch assist in the co-audit.

All elementary assists may be used. Problems may be used. The keynote is Itsa and Listen Style, not duplicative commands.

The process to be done is covered each night briefly and then run, turn about one hour and one hour, different teams.

Be alert for withholds being missed by watching for critical pc attitudes. The Supervisor can pull them or send to Review.

Apply Ethics.

Review charges must be scaled down to very small amounts for these lower course students. But the time used on them in Review is brief-looking mainly for missed withholds and ARC Breaks. At the end of the two weeks on the last night the student is given his pre-prepared HQS Certificate and given a sales talk on HRS, the value of knowing about the mind, your own and those around you and a Gradation Chart is briefly shown and given each student and a Registrar is on duty to enroll them.

The HQS Course starts every two weeks.

MUSTS

Supervisors on these two courses must:

1. Prevent and explain misunderstood words.
2. Note and patch up ARC Breaks and never permit a student to be run or *drilled* past one.
3. Recognize that a critical student attitude is a missed withhold and get it pulled by self or Review.
4. Be alert for Releases being made.
5. Apply Ethics, Roller Coaster meaning PTS and no case gain meaning SP.

BOOKS

Assign Scientology, Evolution of a Science as homework on the HAS Course.

Assign Dianetics, The Modern Science of Mental Health as homework on the HQS Course.

EXPERIENCE

We know the above works as we have done it for years.

It however abolishes the possibility of misunderstood words on a PE and turns the old Co-audit into a Course which is two weeks long and only requires enrollment to go in it and therefore abolishes the public co-audit.

Note that if you make a couple of releases in HQS (no trick at all, just watch for good case gains and check them on a meter) you will get a rush to enroll in HRS.

LETTER FOLLOW UP

Every attendee of an Introductory Lecture who does not at once enroll in HAS must be followed up by invitation to join the subsequent HAS courses with a handout enclosed stressing the value of personal communication.

Every student of the HAS who does not complete must be sent an order to go to Review (where his misunderstood word or missed withhold can be handled at *very low* cost).

Every person completing HAS but not attending HQS must be ordered to Review as above by mail.

Every person not completing HQS must be ordered to Review.

Every person completing HQS but not enrolling in HRS must be ordered to Review.

Therefore *exact* rosters must be kept by the Foundation and carefully followed through with no errors.

A printed order to Review, on green paper, very politely worded, but an order, must be made up so the person's name and address can be written in and it can be placed in an envelope with a glassine window the name and address shows through (like a bill).

DISSEM DIVISION

The materials of the above must be fully prepared in booklet form, one for HAS, one for HQS, for use by the orgs and sale to the students at a small price. These should contain anything mentioned above, lists of Scientology books, a short LRH biography and anything else of interest to give them high reality on the extent and actuality of Scientology.

This programme is not to be held up for further materials of any kind.

Get it in and operating and *then* smooth it out.

It is based on a trusted pattern and the tech is well known to all of us.

LRH:ml.rd

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 SEPTEMBER 1965

Remimeo

All Foundation

Personnel

FOUNDATION

COURSE HOURS

The Foundation Lower Course Hours should actually be apportioned as follows, modifying the 12 September 65 Pol Ltr:

The course evening should be divided into 3 parts.

These go for the HAS and HQS course:

1. Talk to students by Supervisor.
2. Team A as coaches or auditors.
3. Team B as coaches or auditors.

A short break can be between 1 and 2 and 2 and 3.

Supervisors' talks can be only 20 minutes in both HAS and HQS courses.

The exact time a Foundation begins in the evening and the exact time class begins a bit after is purely on local arrangement. But once assigned, stick to it. You will get and keep students *only* if the Foundation runs on a tightly timed schedule, prompt on the dot and promptly ended. Don't slop on scheduling precision. If classes start at 7:30, they start at 7:30. If they end at 10 they really end at 10 Bang! Breaks begin and end on schedule.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 SEPTEMBER 1965
Issue 11

Remimeo

FOUNDATION

The Distribution Division in advertising the Foundation Services and in coaching Field Staff Members is to bring about the following general effect on the broad public and lower course applicants-

1. That Scientology is successful and expanding.
2. That Scientology betters one's ability to communicate.

These two points in a great many varied ways should then result in

1. The public accepting Scientology in that it is expanding and is therefore directed at them.
2. That Scientology is an activity connected with handling the environment through better communication.

You will find these two points are so basic they form a public image. Scientology can therefore be explained easily.

The new analysis of art tells us we have a common denominator in the subject of communication that will bring aboard one and all.

The public will therefore be able to understand and discuss Scientology and generally accept it.

That it goes far above this, let them find out on personal contact.

PUBLIC LECTURER

The public lecturer in the Introductory Lecture must only elaborate on these two points and tell the people where to sign up.

Every thetan really wants to (1) Expand and (2) Communicate. Therefore broad agreement and thus ARC cannot but result.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 OCTOBER 1966
Issue II

Remirneo

HAS COURSE

There are advantages to running the HAS Course over a period of two weeks, so you may run it for 5 evenings over a period of one week as per HCO Policy Letter of 12 September, 1965, or for 5 evenings spread over a period of 2 weeks.

Some orgs have found the advantages of 2 weeks as follows:

1. Students have time to study the material more thoroughly.
2. It can be easier to administer re staff and space.

3. It is a better gradient.

The text book is Evolution of a Science. The drills are TR 0-4. Start and end exactly on time. Have a check sheet. The students receive a certificate and pass on to the HQS Course.

LRH:rd

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L. RON HUBBARD

Founder

NOT HCO POLICY LETTER
ORIGINAL COLOUR FLASH
NOT GREEN ON WHITE

HUBBARD COMMUNICATIONS OFFICE
WASHINGTON, D.C.

JUNE 18, 1957

BULLETIN

ALL STAFF-Washington and London

PEOPLE'S QUESTIONS

A Congress *M U S T*

An Organization *M U S T*

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.

Best,

LRH:md.rd

L. RON HUBBARD

NOT HCO POLICY LETTER
ORIGINAL COLOUR FLASH
NOT GREEN ON WHITE

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO BULLETIN OF 29 JANUARY 1960
Reissued from StHill

BPI
Fran HIdrs

CONGRESSES

A Scientology Congress is a specialised activity. Only HCO can run or sponsor a Congress. Franchised Auditors and Field Auditors may, with approval of HCO, give special events to their Groups with tapes or live lectures, and they may call these events Conferences or some other name, but preferably not Congresses.

Peter Hemery HCO Secretary WW for L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 27 FEBRUARY 1960

(Re-issued from Sthil)

HCO Sees

Assoc Sees

Congress Managers

**PLAYING THE WASHINGTON 1960 "STATE OF MAN CONGRESS"
TAPE LECTURES AT LOCAL CONGRESSES AND
AS A PROMOTIONAL RE-PLAY PLAN**

The "State of Man Congress" held in January, 1960, in Washington DC, was a three day congress, comprising a total of nine lecture hours. For purpose of congresses held for the playing of those "State of Man Congress" tapes, only six hours should be used. The reason for this is that tape congresses should be held for two days only and three hours of tape lectures per day is as much as an audience needs to stay enthused.

These tapes should be played on hi-fidelity recording and speaker systems only.

The schedule of lectures and the starting point at which they should be played are listed as follows:

First Lecture-first day: Lecture title, "Create and Confront". This tape should be set to start playing at 3/16ths of an inch into the tape on the take up reel with the first word of the lecture beginning with the word, "want", as follows: "Want to talk to you about create and confront before it's too late". (This was lecture 8 on the original.)

Second Lecture-first day: Lecture title, "Responsibility". This tape should be set to start playing at 5/8ths of an inch into the tape on the take up Teel with the first word, "OK" as follows: "OK, Let's get down to something here."

Third Lecture-first day: Lecture title, "Overts and Withholds". This tape should be set to start playing at 1/8th of an inch into the tape with the first word of the lecture beginning with the word, "Want", as follows: "Want to hear some more about this? All right. You're for it. You're for it. Overts and Withholds."

First Lecture-second day: Lecture title, "Why People Don't Like You". This tape should be set to start playing at 3/16ths of an inch into the tape with the first word of the lecture beginning with the words, "The Title" as follows: "The title of this lecture is, 'Why People Don't Like You'."

Second Lecture-second day: Lecture title, "Marriage". This tape should be set to start playing at 3/16ths of an inch into the tape with the first word of the lecture beginning with the word, "Let's" as follows- , "Let's take a look at marriage. Our actual index of break-up on marriage is probably less than the world at large."

Third Lecture-second day: Lecture title, "Your Case". This tape should be set to start playing at 3/16ths of an inch in to the tape with the first word of the lecture beginning with the word "Well" as follows: "Well, we approach the last lecture of 'This here' Congress and usually we have messages about the future, and we deplore the past and not-is the present."

The above sequence of play *must* be used for public rendition, particularly abroad. The omitted reels, Lecture One of the original, the lecture on government and the one on Group Processing are not needed. for a public rundown and particularly sterling areas might be offended by the American aspect of two of these.

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MARY SUE HUBBARD

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO BULLETIN OF 13 MAY 1960

Central Orgs

Re-issued from Sthil

Fran Hldrs

CONGRESS SEMINAR HATS

These hats are for the benefit of those who run Co-audits at Congresses. However, some of the information contained in them will be found useful by anyone who is engaged in running a Co-audit of any kind.

Included also is an information sheet which will be found useful for handing out to newcomers to a Co-audit.

SEMINAR CAPTAIN
(Congress Hat)

Purpose: To ensure a smooth-running and effective muzzled co-audit for the congress:
to run tight, high ARC, 8-c on Seminar Leaders and Assistants so that individual seminars go well.

Post: On the floor, during co-auditing. On stage to start and end sessions.

Conduct: The case gain on a muzzled co-audit is in direct ratio to the confidence felt by the participants in the 8-c of the Seminar Captain, Seminar Leaders and Seminar Assistants. Regularity breeds confidence. Be precise, but not mechanical in your handling of people~ Be relaxed, but not sloppy. And BE ON TIME WITHOUT FAIL FOR ALL SCHEDULED EVENTS.

Duties: A. *Pre-Congress:*

1. Gets list of staff available to serve as seminar personnel from Congress Manager.
2. Gets list of other staff who have no post during co-audit and may be used to even the numbers in odd seminars.
3. Familiarizes himself with all seminar hats-his own, Leader's and Assistant's.
4. Reviews, as necessary, stable data for putting on a muzzled co-audit.
5. Mocks up seminars:

Usual Congress arrangements:

Blue Seminar-DScn, HGS level.

Red Seminar-HPA/HCA & BScn/HICS level.

Green Seminar-People with some personal experience in Scientology (Book auditors, HGC pes, people who have had a PE or muzzled co-audit).

Yellow Seminar-Brand new people.

6. Makes sure Dir Mat supplies coloured flags, or markers, for each seminar, and matching armbands for all seminar personnel (including pins to fasten them on with).
7. Decides what auditing command(s) will be used in the seminars, and has enough copies run off for each person attending the congress.
8. May have brief lucid statement of what a muzzled auditor does, and doesn't do, run off for everyone.
9. Appoints Seminar Leaders and Assistants from list of staff assigned to him.
10. Holds whatever meetings are necessary to insure all Seminar Leaders and Assistants understand their hats, and the arrangements for this particular Congress (times to report, physical layout, etc) *thoroughly*.
11. Visits Congress quarters, and decides on physical arrangement of seminars.

B. During Congress:

1. Holds final meeting of Leaders and Assistants during the hours of registration for Congress at the hall, to distribute arm bands, mimcoed, or printed, auditing commands and instruction sheets.
2. Makes certain seminar personnel are on post, flags in position, and chairs neatly arranged before people start arriving for seminars.
3. Hands out audience reaction check sheets (obtained from Congress Manager) to seminar personnel. Tells them when and where to return these to him, filled in.
4. Goes to stage when time to start seminars, and:
 - (a) Either has a demonstration team (usually current HPA students) show how co-auditing, muzzled, is done or simply tells everyone how to do it, referring them to the Leaders, Assistants, and their printed instruction sheets in case of doubt.
 - (b) Announces which row will be auditors, and which pes, for this seminar session.
 - (c) Starts all sessions at once.
5. After starting teams, finds out from Leaders which seminars are odd numbered. Either redistributes people, or puts in unoccupied staff till all seminars even.
6. During co-auditing, gives necessary instructions to Leaders to keep things going in an orderly fashion.
7. Keeps moving around floor, keeps entire set-up under observation. Spreads "pools of calm" by attitude and manner. Remains on floor throughout co-auditing so as always to be available. Runs everything from 3 feet in back of Leaders' heads, so to speak.
8. Makes sure Leaders and Assistants stay on their feet, on the job, with their attention on the teams they are monitoring.
9. Ends all sessions together, from stage. Tells everyone to return to their same seats after break.
10. When restarting sessions after break, has Leaders and Assistants shift everyone, first, so that former auditors are now in pes' row and vice versa.
11. If 4 or 6 seminars are given altogether, start the seating afresh after each pair of seminars.

SEMINAR LEADER
(Congress Hat)

Purpose: To run a smooth, effective seminar,

Post: Remains on post in his seminar from time told to report by Seminar Captain until end of session.

Conduct: The case gain on a muzzled co-audit is in direct ratio to the confidence felt by the participants in the 8-c of the Seminar Captain, Seminar Leaders and Seminar Assistants. Regularity breeds confidence. Be precise, but not mechanical in your handling of people. Be relaxed, but not sloppy. And BE ON TIME WITHOUT FAIL FOR ALL SCHEDULED EVENTS.

Duties: A. *Pre-Congress:*

- I. Familiarizes himself thoroughly with his own hat, and the Seminar Assistant's hat.
2. Attends all meetings called by Seminar Captain. If must miss a meeting, appoints one of his Assistants to deputize for him and take notes.
3. Reviews as necessary, stable data for monitoring a muzzled co-audit. Makes certain these are known and understood by Assistants.

B. During Congress:

1. Checks that rows of chairs are straight, flag, or marker, clearly visible, and all personnel wearing armbands.
2. Detaches one Assistant to cover door, and floor at large, in the minutes just before the seminars start, to round up strays and route them to seminar. (He rejoins seminar when it starts.)
3. Makes certain tight 8-c, with high ARC, is being run by all Assistants.
 - (a) Each person arriving is told exactly where to sit-no one selects his own seat.
 - (b) Members of a family and intimate friends are separated so they do not act as co-audit partners.
 - (c) Rows filled in methodically so there are no empty seats between occupied ones. (The tighter you pack 'em the fewer blow.)
4. Tells Assistants which row of teams each is particularly responsible for.
5. If necessary to contact Seminar Captain, either appoints an Assistant to act for him (informing other Assistants he has done so), or else simply sends an Assistant with the message.
6. Stays on his feet, running good, overt 8-c on Assistants whenever indicated (the better the 8-c on Seminars the more people return to later seminars). Keeps his attention on his own seminar. Is very much there, controlling it.
7. How to "flip" teams:

The Seminar Leader will have told the people to return to the same seats they had, when he ends the first of a pair of seminars. Then, when they have returned to these seats after the break, the Seminar Captain will announce from the stage when you are to flip the teams. To do this, have everyone rise and exchange places with the person sitting opposite. When all are re-seated (so former pcs are in former auditors' seats, and vice versa) remove 3 people from the end of the new pes' row. Have everyone else in the row slide up three seats to fill in the vacated places. Then put the 3 people you first took out into the now empty seats at the other end of the row. Make sure your Assistants understand this procedure, since they will have to shepherd the people through it.
8. Never Q and A with confusions that may occur. Just run in some more order.

SEMINAR ASSISTANT
(Congress Hat)

Purpose: To assist Seminar Leader in running a smooth, effective seminar.

Post: In assigned seminar, unless sent on errand by Seminar Leader or reassigned to another seminar by Seminar Captain (sometimes necessary at last minute when some seminars turn out to be much larger, or smaller than anticipated).

Conduct: The case gain on a muzzled co-audit is in direct ratio to the confidence felt by the participants in the 8-c of the Seminar Captain, Seminar Leaders and Seminar Assistants. Regularity breeds confidence. Be precise, but not mechanical in your handling of people. Be relaxed, but not sloppy. And **BE ON TIME WITHOUT FAIL FOR ALL SCHEDULED EVENTS.**

Duties: A. Pre-Congress:

- I. Become totally familiar with own hat.
2. Attend all meetings called by Seminar Captain. If this is impossible have another Assistant take notes for you.
3. Review, as necessary, stable data for muzzled co-audit. Get Seminar Captain, or your leader, to answer any questions you may have about procedure.

B. During Congress:

1. Be on post at time set by Seminar Captain.
2. Assist Seminar Leader in putting seminar into perfect order, before first people arrive.
3. Have armband on.
4. Seat the people, using good, overt control, with high ARC. *Never* let them pick their own seats; you place them.
5. Follow all instructions of Seminar Leader.
6. Keep your attention on the teams assigned to you.
7. Give clear "end of session" and "start" whenever you step in on a team.
8. Cheek around your teams to make sure auditors are following muzzled co-audit instructions precisely (correct wording of command, no yak, except command and acknowledgements, putting out hand whenever *anything* goes wrong). Don't hesitate to end session and put auditor on course when auditor is goofing these.
9. Give most of your attention to the teams that are doing the best; validate success.
10. Don't get hung up with psychos and goof-balls. (A muzzled co-audit isn't an HG0)
 - (a) If someone wants to "blow", and a couple of minutes of 2-way comm don't get him over it, let him go.
 - (b) If someone goes into screaming fits, or conks out, get him back into session with his own muzzled auditor, on the same command that got him into it. (Don't cart him off and run CCHs. If he's in really rough shape, steer him to the Registrar on the next break, to sign up for some auditing!)
11. Never get flustered by lots of hands coming out. Just handle each team in an orderly way, and let the others wait for their turn. (Make sure they keep quiet while waiting for you.)
12. Never spend a long time with any one team-no matter *what* they're doing. Get your instructions across to the auditor (make him repeat them back to you if you're in any doubt as to whether he's understood you), or patch up the ARC break briskly, and get them going again.
13. No matter what happens, appear calm and in control of the situation. The steadier you are, the less randomness will occur in your vicinity.

Here is the information sheet for handing out to newcomers:

CONGRESS CO-AUDIT

During this congress you will be able to get a reality on the application of a Scientology technique from the point of view of a recipient (called a preclear) and also from the point of view of someone who applies Scientology for the benefit of someone else (called an auditor). You will actually give and receive auditing (the process of applying Scientology techniques) under the supervision of trained professional Scientologists.

In the co-audit, the auditing is "muzzled". That is, the auditor gives a simple, agreed-upon command, the preclear does this command, and the auditor acknowledges the preclear that the command has been executed. If the preclear says anything irrelevant to the execution of the command, the auditor acknowledges it just by nodding his head. If something comes up which can't be handled by a nod of the head, the auditor puts his hand out and waits for the instructor to come and handle it.

EXAMPLE:

Auditor: "What part of your life could you be responsible for?"

Preclear: "For calling my brother a fool last night." (An actual occurrence for which he could really be responsible.)

Auditor: "Good."

If the preclear had said anything other than answering the command such as 'It is difficult to find an answer,' the auditor would just nod and wait for an answer.

HINTS TO AUDITORS:

1. Don't distract the preclear by excessive fidgeting or moving around. Sit in a comfortable position, both feet flat on the floor, hands in your lap.
2. Intend to help your preclear and give him or her your full attention.
3. When you give the auditing command really mean it. The process will be in the form of a repetitive command, i.e., you will keep asking the same question each time. The idea is for the preclear to take a fresh look each time and find a new answer-so to help the preclear, ask the auditing question afresh each time and when you get an answer, acknowledge it thoroughly, ending that particular cycle. Valid acknowledgements are: "Good", "Fine", "Okay", "Alright" and "Thank you".
4. Don't vary the auditing command. Give it exactly and correctly each time.

The auditing command is on the back of this sheet. Keep this sheet on your lap during the period when you are the auditor, so you can refer to the command easily. (Note: The chosen auditing commands should be put on the reverse side of the hand-out sheet.)

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

NOT HCO POLICY LETTER ORIGINAL COLOUR FLASH NOT GREEN ON WHITE

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 27 SEPTEMBER 1960

Central Orgs
HCO Sees
Assoc Sees
Dir Prom Reg

CONGRESS AND ACC PLANS

The following advices have been received from Ron regarding future plans for Congresses and ACCs. Please publicise them in your area now.

There will be a Congress in Johannesburg on Saturday and Sunday, January 21st and 22nd, 1961, followed by an ACC which will start on Monday, January 23rd, 1961. There will be no Congress or ACC in Johannesburg before these dates.

Ron will give the Congress and teach the ACC in Johannesburg.

There will also be a Congress in Washington DC on Saturday and Sunday, December 31st, 1960 and January 1st, 1961, and an ACC immediately following which will start on Monday, January 2nd, 1961.

Ron will *perhaps* give this Congress in Washington DC, and teach the first week of the ACC there, but this is not at all certain.

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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 9 JULY 1963

CenOCon

**METER DEMONSTRATION BOOTH
HAT**

For use in public services-Congresses, Open Evenings, Tape Plays, etc. (Submitted by HCO Dissem Sec US, Anton James.)

PURPOSE:

To demonstrate Scientology using the E-Meter and to "fish a cognition" or get an increase of understanding on the part of the person on whom you are demonstrating to the effect that Scientology can help him.

DUTIES:

- I. To have a well set up demonstration booth with all supplies and equipment neatly to hand.
 - A. Table with chairs opposing.
 - B. E-Meter.
 - C. Auditor's Report Forms.
 - D. Listing Pad.
 - E. Technical Forms (if any needed).
 - F. Despatch Paper.
 - G. Kleenex.
 - H. Ash Trays.
 - I. Pens.
 - J. Time Piece.
2. To have scheduling for running of E-Meter demonstrations in order.
3. To see that there are Body Routers who are alerted to bring people to Meter demo booth and take them from booth to Registrar.
4. To demonstrate the above purpose on people using the meter and techniques of Scientology, auditing or demonstration.
5. To keep an Auditor's Report which will be filed in the HGC Files.
6. If the person demonstrated on shows further interest (and lie should) to route this person to Registrar for interview. (Write a brief note to Registrar saying that a meter demo was run on [name] on the subject of [whatever was done, such as clean a read on PTPs, or established button on purposes-"How has a purpose been invalidated", etc] and have a Body Router take person to Registrar.)
7. To keep the E-Meter demonstrations within a reasonably short period of time- 10 to 15 mins.
8. To use a technique of demonstration which will create the most cognition and interest on the individual to whom applied.
9. To keep the "R" Factor in very thoroughly in clearing each action you undertake and each question you use.

OBJECTIVE:

By demonstrating Scientology using the E-Meter and fishing a cognition to bring people into Scientology and/or to further them in Scientology. To get people in to the Registrar so that she can forward them in on our lines.

Issued by: Robin Hancocks
Dep HCO Executive
Secretary WW

LRH:dr.rd for

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Authorized by: L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 SEPTEMBER 1964

General
Non-Remirneo

CONGRESSES

In future, Congresses will be planned in general from Saint Hill. We will send a package of tapes suitably edited and sometimes specially recorded. These will comprise 6 Technical Lectures by Ron of about 45 minutes each. In addition there will be a collection of Colour Slides which Ron has personally taken. They will be accompanied by a recorded commentary and will last for about one hour. Each collection will be a complete story. Subjects being prepared are-"A Student Arrives at Saint Hill"; "A Student on the SHS13C"; "Round and About East Grinstead", and a number of collections on Technical material. These collections are masterpieces. Put together the skill of a professional photographer and the ingenuity of Ron and then add his ability as a raconteur and you'll get some idea of what I mean.

We now have such an amazing amount of Technical material to present that it is necessary and indeed vital that Congresses are held frequently and regularly.

Each Area Sec should arrange four Congresses a year as follows:-

1. December or January.
2. March or April.
3. July or August.
4. October or November.

The next Congress therefore will be October or November. The material is nearly ready and will be despatched to you in good time. Exact dates are left to the Area Sec, but decide now and get the Congress well advertised and publicised immediately. Also, let us know so that you get the material. Here then is your programme.

Oct/Nov 1964 'Learning How to Learn Congress'. Includes 6 lectures of about 45 minutes each on the subject of Study. Also a Coloured Slide programme "A Student Arrives at Saint Hill".

Dec/Jan 1965 'Emancipation Congress'. Another six lectures following on the 'Learning How to Learn Congress'. Also another slide show.

Mar/Apr 1965 'Congress of Human Advancement'. 6 lectures on the subject of the Clay Table. And another series of Coloured Slides.

July/Aug 1965 'Healing Congress'. This will include further lectures on the subject of the Clay Table and a collection of Coloured Slides illustrating Clay Table Training and Auditing.

At each Congress you should advertise the next one.

Seminars should be arranged at each Congress to put into practice the material covered in the lectures.

You will need to hire or purchase a Slide Projector capable of showing 2" x T' slides. Make sure it has plenty of illumination and will give a good picture at least 8 ft. x 8 ft.

Make these lectures popular by charging about £1 sterling or 5 dollars. One third of the proceeds (with a minimum of £30) to go to S.L.R. Ltd. to cover the cost of tapes and slides.

Keep us posted on what you are doing Congress-wise.

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Issued by:

Reg Sharpe
Dissemination Secretary WW

by L. Ron Hubbard
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Authorized by: L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 SEPTEMBER 1964

General
Non-Remimeo

RUSH

IMPORTANT CORRECTION

Do not remimeo HCO Policy Letter of September 4, 1964.

The original subject materials of study are being sold to Franchise Auditors and therefore new Congress tapes on study will have to be prepared for the scheduled events. So make it plain in Congress notices that different lectures will be used on the subject.

Also you may find four Congresses a year too many as we usually have only two, If so Congress managers and Association Secretaries should advise Saint Hill at once of their preferred Congress scheduling.

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 SEPTEMBER 1964
(Reissued on 21 July 1967)

Remimeo
Franchise
All Students
Tech Divs
Dist Divs

UNDERSTANDING AND TAPE LECTURES

When tapes are played to students (either in groups or individually) the students should be told to make notes of any word or phrase they do not understand so that they can refer to the Scientology dictionary, a general dictionary, or their technical materials for explanation.

The Supervisor should give a brief explanation if the word or phrase is at a higher level of training than the student is learning or refer student to the detailed definition to be found in publications if it is at the same or lower level.

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L. RON HUBBARD
Founder

[Note: In the 21 July 1967 reissue, "Instructor" has been changed to "Supervisor". The original issue referred the student to the Instructor for explanation instead of to the materials.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO EXECUTIVE LETTER OF 12 OCTOBER 1964

General Non Rerninneo

To: HCO Sec
Assn Sec
Org Sec
Congress Mgr
From: Ron

Subject: **CONGRESS ORGANIZATION AND INCREASING INTEREST
AND ATTENDANCE**

The London Congress just concluded was well done by staff according to older standards and was successful compared to recent London Congresses. Its success has caused me to realize we need a Tape or Film Congress format different from live ones I give.

The Org Sec in London, Ray Thacker, just telexed that it was the most financially successful in recent years. Lots of pcs were booked and case assessments done on all out of towners. Understand, this Congress was better than any London Congresses (all done by tape, etc) in recent years.

My effort here then is to analyse a tape or film Congress as such and move toward a new successful design for them as themselves.

The London Congress gives us an opportunity to improve tape Congresses as that much success could presage even more.

Attendance was 200, which is still low for London. The price was t 1, which was unusual. Last year at 10 shillings (one half this one's price) 400 attended. This tape Congress was either too high for a low priced Congress or too low for a high priced Congress. Ten years ago in London more than 200 attended *tape* Congresses for f 12-10-0 per seat! They still would. More than 200 have attended in London at f 5! So there is a wrong *middle* price. Possibly price should be very high or very low. It evidently must not be a compromise. If it was more financially successful at f 1, then it would possibly get *more* people at even higher prices.

Attendance was affected by insufficient advance notice-a common fault. 6 months from writing the copy for the magazine is the best advance period for notice. 3 months is risky. 6 weeks is catastrophe.

Attendance was also affected by the state of London HASI CF and Address wherein a large number of people who would otherwise be active have been lost sight of or retired from the lists. This is not the fault of CF and Address personnel but efforts to cut printing bills and such poor reasons. Even some UK HPAS don't get the national magazine or the Auditor due to losses of rosters, etc. Some old pcs are also lost in the files. This is not just true of London but is a general condition in orgs. CF and Address need to be fattened up and the people searched out in order to increase Congress attendance.

The audience reaction to local live speakers to the whole Congress was rather poor. Ray Thacker only, as local head of the organization, was accepted without reserve. The public doesn't always care for local live lectures given by staff members to the whole Congress and there have been instances of heavy protest as they are really not trained lecturers and don't *project*. There are, of course, exceptions.

The place staff members should talk is in the seminars where the audience is smaller and more easily handled, being separated by levels as will be covered later in this letter.

Speakers who are not well trained do not do well to large masses of people, there is a ceiling on how many they can comfortably reach. Talking to 50 people in a small seminar room would find the average speaker very comfortable and interesting. Talking to 200 in a large hall would find the same speaker too tense to reach effectively.

The programming was poor because it was a completely mixed bag. This tended to confuse some of the audience. Dangerous Environment, Problems and Solutions, International City and films on GPMs made for no direct single message and tended to

make the audience go in no definite direction. A *comprehensive all on one subject programme is a must* for a successful Congress. This points up the vital need of planned in advance programmes, packaged at Saint Hill. This programme London had was not its fault. It was too quick for us to provide for it here at Saint Hill.

On the first day there was no audience participation arranged so nobody really arrived. On the morning of the second day TR 0 was conducted on the whole audience by Ian Morrison and this put the spark to the Congress that had been missing.

It seems vital therefore in the 1st hour of a Congress to do something to get people there. Remember old "Hello-Ok" with an audience? The Org See should give a welcome address and handle the hereness.

Seminars used to be divided into new people-old timers-pro auditors with a staff member in charge of each group. Lots of such seminars, answering questions, seem indicated and is the true staff role at a Congress.

Although staff did well in organizing things before and after the Congress itself, during the Congress they tended to let it run on automatic. Some of the audience felt rather abandoned during the Congress itself.

A thing was noticed about this Congress that seems to have been true of Congresses all along. The staff likes a Congress because they meet the people they have been in comm with so long. The paying audience comes to hear tapes, etc. The staff has heard these already and so during the playing of tapes talks, walks about, distracts people. An org staff then, has a different reason for liking Congresses than the paying attendance of the Congress. Staff members should absent themselves entirely from the hall or give their attention to the programme, one or the other, during the actual playing of a tape or showing a film. If the staff is going to hold seminars on a tape immediately it's played, they should have heard it in advance (or seen the film) and should really take a break during the playing or showing and not be in the hall, leaving them fresh for the seminars and sales staff for selling.

Despite a lot of electronic gadgets the tape sound quality was woolly and didn't actually reach through the hall. Crisp, clear sound on tape plays is a must and this Congress didn't have it. Really good sound quality is so far above what engineers accept as passing that Congress managers get talked into using very muzzy equipment. The quality is there on our tapes. It takes HiFi music quality capable of a curve from 30 cycles to 12000 cycles minimum to get it off the tape and to an audience so they can follow it easily.

The slide show of colour slides of a student coming to Saint Hill went over *very* well. The UK audience was mainly intrigued by shots of East Grinstead as an English audience doesn't have to cross any oceans to get to England.

Films of the GPM demonstrations went over as the best item of the programme.

This was reported as so good that it almost guarantees success for any plan to film complete Congresses.

However, in the handling of these particular films, either Washington or Los Angeles, the last users of these films, rewound them across a rough guide and tore long lines in them throughout so they can't be used again. So if films are to become general in use they will have to be handled a *lot* more carefully as they're expensive and easily damaged.

However on early reports, films were the high point and got the most applause at the London Congress. Therefore we plan to do more film Congresses.

ADVICES

Congresses immediately coming up in other countries should take note of the above. And should shift to the Study Tapes for their next Congress regardless of what they called the Congress in their advertising.

Only the local head of organization should give a live lecture to the whole Congress and that brief. The head of the org should start the Congress, remedy hereeness, and then should end the Congress with another talk.

The Congress attendees should be severely separated into seminars-new peopleold timers-pros, and a staff member of appropriate class should, with an assistant, take charge of each group and talk to that group in seminar and answer questions at the

level of the group. This is the true staff role. There should be a *lot* of seminars at a Congress.

Something should be done to get the people there, like Hello-Ok-locational processing on the whole group-something like that at Congress start.

The whole body of the Congress should only be gotten together for the tapes or films or slides and the rest of the time should be in seminars in charge of staff members.

Any bit of film available should be used in your next Congress (a reel of the old Clearing Congress film would do). But remember to use good amplifiers even with film and be awfully careful about film damage in both showing and rewinding it afterwards.

The staff should be actively engaged in mingling and answering questions and steering people to their seats and all that in all breaks. And should be absent or quiet during films or tapes.

We should change our programming and sandwich tapes for the whole Congress with seminars for parts of it right after. Do a tape - seminar - break - tape - seminar - break - film - seminar - break - tape - seminar - break - slides - seminar -break - sort of programme rather than mornings for seminar, afternoons for tapes, evenings for seminars. That gives the staff a breather. Also have breaks *after seminars* and no breaks after tapes or films.

Only cover one subject in one congress.

Don't charge a middle range price for any Congress.

Let the staff *ONLY* hear and study the films or tapes days before the Congress so they know the material and can answer up smartly on it in seminars.

Key the selling staff up to hard sell during a Congress as only in that way are books and meters sold and students and pcs signed up. Don't give the selling staff seminars if you can avoid it as it might prove too exhausting for them.

If people go out of the hall to their seminar at *once* after a tape or film you can catch their missed definitions, etc. Seminar leaders should loudly grab their seminar people and with their assistants rush every one to his seminar right then, fast.

If the only breaks are after seminars then the selling staff has a longer chance to sell things. So a 2 hour sprint of tape + seminar can actually be followed by a one hour break in which the registrar and book sales people can operate.

Drills and group processing can also be run in seminars by staff members so this helps keep interest up.

Congresses are pin-sharp organizational actions, all on time, nothing missed. They are a precision drill in which all staff participates all the time.

SUMMARY

We are definitely looking at better times ahead and all we have to do now is *keep* the show on the road. We've already accomplished "*get* the show on the road". If we do better presentation we will increase our numbers at a tremendous rate. I am working on this very hard.

Please realize that I am happy the London Congress was as successful as it was and the staff and Ray Thacker have managed a better Congress than any similar ones in the past. I am just using this Congress as a study to improve all Congresses in general. If Ray can spark one up that much higher with old materials, then we can get down to business and blow the lid off with a newer design and new materials.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO EXECUTIVE LETTER OF 14 APRIL 1965

Gen Non Rernimeo

TO: ALL STAFF

FROM: ACTING EXEC DIRECTOR

SUBJECT: CONGRESS "BREAKS" ARE STAFF'S "SHOW"

Below are some stable data on the presentation of a Congress, born out of many years of experience and application.

A Congress is most successful when considered to be like a two ring circus, only both rings are not going on at the same time. There are really two "shows" at the Congress. The first, and the one that everyone is most familiar with, is Ron's. Whether in person or by taped lectures, it is Ron's show, and it is the one that everyone comes to see or hear, and it is the one that forwards Scientology by communicating Scientology.

The second "show" is the Staffs, and it takes place during the "breaks". When Ron goes off the stage, or the taped lecture is over, the Staff s "show" begins. The Staff's "show" forwards the application of Scientology to the individuals at the Congress. The various "booths" in the Congress Hall are the stage(s) of the Staff. Staff Members in the Hall (not in booths) who circulate through the Congress Attendees, and get into communication with them on their needs and desires in Scientology, route the Congress Attendee to the booth that best suits these needs and/or desires, and turns the Attendee over to the Staff Member in the booth to take over from there. Then the Circulating Staff Member goes out looking for a new Attendee to route.

The Circulating Staff Member must realize that he is ON POST to do this, and not just there to chit-chat. He guides chit-chat into communication about the particular Attendee that he is talking to, and thence to his needs and desires, and then says, "Hey, let me take you over here to Bill, because he's got a book that just covers that," or "Listen, I'm going to take you over to the D of P to talk about that. She'll want to hear about that!" or "Do you know Joe Jones? Let me take you over and introduce him-he's the Level III Instructor and he can fill you in on that." And he takes the Attendee over and introduces him to the Staff Member in the booth, saying, "I just told Mr. Philips here that you would talk to him about a problem he's got," or "Joe, I told Phyllis here that you would fill her in on the Night Course schedules," or "Bill, Mrs. Marcus wants some data on handling children." And the Staff Member in the booth takes it from there to channel the Attendee into the proper service, that the booth is particularized in. If, after a few minutes of talking with the Attendee, the Staff Member in the booth finds that the Attendee's actual needs or desires would be in another department, he hails a Circulating Staff Member and says, "Jim, this is Phyllis Brown. Would you be kind enough to show her where the D of P is, and introduce her?"

Got the idea? Staff is ON POST, and hard at it, carrying on their "show". It is not a time to chat idly with Attendees, except as a corner to start guiding the conversation. For Staff, the "breaks" are a time of all work, team work, like a well oiled machine, but at the same time, all done in a relaxed, confident manner. But that is a "manner". The Staff Member's attention must be fully on what he is doing, and his intentions-the Circulating Staff Members to route Attendees to the Booth Staff Member, and the Booth Staff Member to channel Attendees into Service.

I have seen Congresses, where this was not done, end up a big Congress with no sign-up. And I have seen Congresses where the above was done, end up with a BIG signup.

I have seen a Congress where staff, forgetting to be ON POST, as above, (no sign-up going on) get "kicked into action" by the Congress Manager, and end up with a good sign-up after all.

The Staffs "show" is a big dove-tailed action and everyone has his bit. It is a good idea to rehearse it (drill on it), before a Congress, until everyone knows his part.

Marilynn Routsong
Acting Executive Director

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 19 APRIL 1966

Remimeo Dist Div Hats All Staff Hats

CONGRESS POLICIES

Since 1956 Congresses have been regarded as separate entities, having their own hats and lines. They have used regular org personnel, and frequently in posts which parallel the personnel's routine posts (e.g..D of T as Seminar Captain; Org Sec as Host; Dir of PrR as Registration Supervisor); but essentially these personnel simply work for another organization during the time of the Congress only.

Congresses are now a Distribution Division function on the 1966 Org Board.

Therefore, these policies now apply:

All Org personnel are assigned to the Distribution Division as Congress staff, during the time of a Congress and for duties pertaining to the Congress only. This includes sufficient time preceding the actual event to gather and transport materials to the Congress Hall-to prepare signs, etc; and to drill or otherwise groove in staff on their Congress duties; and sufficient time after the event to return materials to their usual place in the Org. None of this may be allowed to interfere with the normal operation of the Org, Day or Foundation.

Where the hours of any regular Org overlap the time of a Congress the activities of the regular Org are suspended for that time. A Receptionist only may be left to direct callers to the Congress; but this may also be done by signs displayed at the Org's entry and no personnel is required for this.

Appointments of Congress personnel are done by Distribution Division Sec ED, passed upon as usual by Personnel Officer, AdCouncil and LRH Communicator.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 FEBRUARY 1967

Reminaeo Tech Distribution Franchise FSMs

TAPE AND FILM PRESENTATION

We are now producing films at Saint Hill, and have been producing tapes for years. Well presented, tapes and films are great dissemination, but poorly presented give the audience misunderstandings and a bad impression. Here are a few points on presentation.

Use the best equipment you can get, especially in the case of loudspeakers. Even an average tape recorder sounds good when played through a good loudspeaker-but the best recorder in the world won't sound much good when played through a poor loudspeaker. If you are using a large room, you may need to use more than one loudspeaker, perhaps with another amplifier to drive them.

Tapes

Keep your equipment in good order. Clean and demagnetize the recorder regularly. The heads and all parts of the tape path should be cleaned with a 'Cotton Bud' or 'Q-Tip' soaked in iso-propyl alcohol (or other solvent which won't damage heads, etc.). If the heads are not clean, the sound will be muffled. If the heads are magnetized, they will put a permanent hiss onto the tape: demagnetize them regularly with a head demagnetizer.

Set up the equipment before the audience arrives. Adjust your level and tone controls so that the tape sounds good. It **IS** best to have the loudspeaker above the level of the audience's heads. Now rewind the tape to a point just before the applause begins. When the audience is ready, start up and you're away.

Films

Again keep your equipment in good order. Clean all parts of the film path, *especially* the gate. If the film path is dirty, it will scratch the film; if the gate is dirty, you will get lumps of dirt round the edges of the picture; so clean them with a small bristle brush. Don't use metallic objects to scrape away film which has accumulated as they can scratch the projector; a match stick is better.

Set up your equipment before the audience arrives. Erect the screen so that it is slightly above eye-level from the audience seats. Make your seating arrangements such that everyone can see the screen without straining. Place the projector so that the light exactly fills the screen. Having cleaned the projector, thread up the film and run the first few minutes of it. Check that the picture is on the screen, right way up, right way round, in focus and "in rack" (= no frame lines visible at the top or bottom of the screen). Check that the sound is of the correct level and tone. Try out the various seats to see how the film looks from there; some screens only reflect over a certain angle, so be sure that all seats have a good view. Now run the film back to the beginning.

On films which have an Academy Leader (a series of numbers going from 12 to 3 at 16-frame intervals which precede the film), it is the intention that the projector be threaded with 'Start' in the gate. This then gives 8 seconds run-up **for the projector to** get up to speed before the actual film begins. Don't project the numbers on the screen-they are your guide to when to switch on the projector lamp, not the audience warm-up film. So the procedure is:-

1. Thread up with 'Start' in the gate;
2. When you're ready to go, start the projector, but do not turn on the lamp yet;
3. When the last number on the Academy Leader (3) has gone through the gate, switch on the lamp and turn up the sound.

In this way you have an exact point to start the film at, you can be sure that the projector is up to speed by the time the film starts, and you avoid the embarrassment of numbers flashing onto the screen.

Stay by the projector for the duration of the film. If anything goes wrong, put it right with the minimum of commotion. If the projector 'loses the loop' you can usually correct this with a flick of the finger to pull the loop through while the film is running. If the film breaks, roll the broken end up on the reel and carry on with the show, rather than waiting to join the film together again.

When the film ends, turn off the projector-lamp before the length of black film finishes. Do your rewinding when the audience has gone home. If you are going to show another reel, get it threaded up swiftly and get on with the show. People are used to seeing professional film projection in cinemas, on TV, etc; don't make them suffer home-movie-style presentation when they come to see Scientology films. Have someone to help with the lights who knows when you will want to start and end. Promote the film and yourself.

Storing Films and Tapes

Films are very sensitive to dust; if you handle them in a dusty environment, they will soon look terrible. Tapes, and films with magnetic sound tracks, are erased by magnetic fields, which exist around transformers, mains cables, loudspeakers, motors, etc, Store tape and film in a cool dry place out of sunlight and away from magnetic fields.

Microphones and Public Address

If you are using microphones for public address, set them up before your audience arrives and set the levels so that you are not getting 'feed-back' (which shows up as a howling sound from the loudspeakers).

Never blow on a microphone to see if it's working; tap it gently with your finger if you want to know if it's on.

Summary

In short, you should have your equipment ready before your audience arrives, and try to make your presentation as slick and professional as possible. In this way your audience should enjoy your tapes and films. Hope you do too.

Peter Phillips
Audio Visio Section Officer Reg Sharpe
LRH Pers Aide
Mary Sue Hubbard The Guardian WW for
L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 APRIL 1968

Remirneo

TAPE PLAYBACK FIDELITY

Tape replay machines are a link in the relaying of original lecture materials to students of Scientology.

The weakest link (operationally) in a tape replay machine is the playback head.

The most common cause of failure to reproduce, with clarity, the information contained on the tape, is dust particles forming into a lump on the face of the replay head. This can happen to an immaculately clean replay head within minutes of a tape play being started, completely ruining the fidelity of reproduction.

The remedy is a version of the 'dust bug' device used by hi-fi record players to remove dust from the record grooves as the record plays. In this case it is simply a piece of soft felt cloth (non-abrasive) placed in the path of the tape, (bearing on the dull, coated side of the tape) and situated before the replay head. On a replay-only machine the ideal place is on the face of the (unused) erase head. On a full recorder another place can be found, such as on or near the left hand guide capstan.

With this simple attachment fitted (it takes a few seconds to make and install), a tape can be played with complete confidence that the head is not going to clog up part way through.

Fluff and particles found on the pad at the end of the tape play indicate that the tape has been cleaned of possibly harmful material.

The pad itself can then be cleaned occasionally by a flick of a screwdriver or finger.

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Written by Roy McMurray
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 DECEMBER 1969

Issue 11

Rernimeo
Public Div
PRO Course

MICROPHONE HANDLING

NEVER, NEVER, NEVER blow into a microphone. Any microphone. To do so can ruin the delicate mechanism inside to the extent that one blow into an expensive mike can cost up to a hundred dollars in repair.

To test if a mike is on, you can tap it gently on the side with a finger, or speak "testing" into it but, under no circumstances, should a microphone *ever* be blown on or into.

Geoff Barnes
Flag Audio Chief
for
Lt. Cindr. Diana Hubbard
CS-6
for
L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo HCO POLICY LETTER OF 6 MAY 1971
HCO Area Secs Congress Managers Ds of T PE Directors Audio Hats

AUDIENCE ALERTNESS AND TAPE PLAYERS

(Taken from HCO Executive Letter of
September 10, 1964)

Org failure and bad tape playing quality go hand in hand, much more tightly locked than you'd think.

Years ago I made some careful experiments with students. The tape recorder industry knows nothing of this type of data and most electronic engineers are trained wrong on this data so their advice about equipment is bad. So I carefully tested tape playing quality versus audience comprehension.

I found that on very bad quality equipment 65% or so of the students *went to sleep*.

On Home Recorder equipment (the junk they palm off on you in shops as "Semi-Professional") 30% of the students konked out. And the remainder couldn't give any good account of the data.

On "Hi-Fidelity" and good speaker equipment, nobody dozed off, but some went drowsy and exam grades were down.

On 2 15 inch Speakers with "woofers" (for low notes) and "tweeters" for high notes, the tape played on a professional player, the students remained alert, interested and got high grades.

You can't buy really good equipment like that. It has to be made. The cabinet is huge-about 4 feet by six feet high. But it is available, sometimes second hand. When you play a Hi Fi record on such a speaker system you can actually hear the pistons of the trumpets working, the movement of fingers on the strings, changing notes, of the violin and guitar.

And that's the equipment it takes to give a Congress with tapes. If you don't have it you'll lose your audience.

Hotel speaker systems are usually about as good as telephones. *None* of them are satisfactory.

A small Ampex recorder and a 25 watt (not 10 watt, please) amplifier and 2 15 inch speakers, two woofers and two tweeters and somebody on the controls who isn't craving to commit everts and you'll have a successful time playing tapes to students, to Congress, to PEs. Anything less-you'll lose your audience.

The worse your equipment, the less comprehension.

It's doubtful, if you haven't got good speaker equipment, that you've ever heard, really, one of these taped lectures. And you've not ever seen a really successful tape Congress.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 JULY 197

Rennimeo
Starrate
Exec Dir
All Public Division Staff
All Dissem Staff
Body Reg Hat
Letter Reg Hat
Dir PR Hat
Dir Clearing Hat
Addresso Hat
All Orgs
All Staff

URGENT

REGISTRATION CHANGE

NEW NAMES TO C/F CHANGE

This Policy Letter CANCELS: HCO P/L 30 July 70 Registration Breakthrough, HCO P/L 1 Dec 70 Clarification Registration Breakthrough, HCO P/L 19 Aug 70 Division 6 Division 8 GDS, HCO P/L 2 Oct 70 Clarification of Division 7 and 8 Statistics.

This Policy Letter MODIFIES: HCO P/L 22 Oct 70 OT Service and OT Committee, HCO P/L 21 Oct 70 Saint Hill Foundations, HCO P/L 15 Oct 70 Correction to Staff and Franchise Day at a Saint Hill, HCO P/L 15 Oct 70 Staff and Franchise Day at a Saint Hill, HCO P/L 18 Oct 70 Public Divisions Org Board, HCO P/L 7 Feb 71 FEBC Org Board Division Six.

HCO P/L 18 June 65, Areas of Operation, goes into full effect. The Definition of a New Name to C/F reverts back to:

ANYONE WHO HAS BOUGHT SOMETHING FROM THE ORG.

This does not authorize the illegal practice of counting as a new name to C/F, someone who had bought an "FSM Magazine" or other small item. The least item bought is a BOOK.

Anyone who has not bought something from the Org is Div 6 territory. Anyone who has bought something from the Org is Div 2 territory. All earlier policies on the subject apply.

A book sold by an Org FSM can be a new name to C/F for the Org. The FSM has to send in name and address of buyer with evidence of sale to the Dir Clearing who then routes to C/F via Addresso.

A person who makes an advance payment on a service for the first time and who is not already in C/F is also counted as a new name.

HIGHER ORGS

SAINT HILL ORGS-HCO P/L 23 Sept 64 Dissem and Programmes fully applies.

QUOTE: 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 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. UNQUOTE.

This means that if someone buys something from a lower Org, that person is also a new name to C/F for the SH Org.

The administration and flow lines necessary to send these names from the lower Org to the SH Org must be regular, simple and direct. There are only three flow lines from lower Org to SH Org involved:-

A. Reg interview slip copies sent weekly by the Body Reg to SH.

B. Certificate copies sent weekly by the C & A Officer to SH.

C. Address stickers of Book Buyers sent weekly by Address IIC to SH.

Particles A, B and C go via SH Addresso into SH C/F. Each of these terminals-Body Reg, C&A Officer and Address I/C have a basket for SH in their work area and these baskets are simply emptied out and sent to SH Address Officer at the end of each week.

A. *Reg interview slip*: The Body Reg usually makes two copies of a Reg interview slip in an interview. The original goes to the local Org C/F folder. The carbon goes into a folder which is kept by the Body Reg. She uses these to keep record of her stat. Once she has made her stat report, the folder is emptied into the basket for SH. The basket for SH is then emptied and sent to SH.

B. *Certificate copies*: The C & A Officer usually makes three copies of a certificate. The original goes to the Body Reg for presenting to the graduate or release. One carbon goes to local Org C/F via Addresso. The second carbon goes into the SH basket to be sent to the SH at the end of the week.

C. *Address stickers of Book Buyers*: An invoice copy of a book purchase goes to local Org C/F via Addresso. Addresso checks if the name is already in the C/F Address Section. If not, a new plate is made up. These plates are tabulated "BB" and preferably also with the initial of the book bought, e.g. "BB DMSMH". Stickers are run off on these new plates (stickers must show the tabulation). The plates are then filed, the stickers go into the basket for SH and the invoice copies are routed on to local Org C/F. The SH basket is emptied out and sent at the end of the week.

These lines are very simple. If they bug it will be because of additives or backlogging admin. When admin has been backlogged badly at least send a trained and processed list to SH and clean up the backlog so the above lines CAN go in.

ADVANCED ORG

Another exception is an AO. The AO new name to C/F definition is:

ANYONE WHO HAS BOUGHT SOMETHING FROM AN SH PAYING IN PART OR IN FULL.

The administrative lines are exactly as above except it is between the SH Org and the AO Org.

COMBINED AO AND SH ORG

For an AOSH Org the lines and new name to C/F definition are exactly the same as for an SH Org, as described above.

PUBLIC REG SYSTEM

The Public Reg system in Orgs is cancelled. Names that do not qualify for C/F are simply sent to Div 6 and Info Packs are sent. All sign ups and enrollments are done by the Body Reg in Dept 6 Div 2.

Now that the Body Reg will be handling the Public attracted into the Org by Div 6, *proper gradients* for each individual must be programmed and pushed. The Registrar cares for and handles each *individual*. She leads them on up through each level of the Gradation Chart and sees they are given the training and processing desired.

PUBLIC HATTING

Every Scientologist or public person should be Hatted as a Scientologist. Public Rattting consists of an HAS Course (or as most popularly named, TRs the Hard Way) and a Hat Pack check out with necessary theory and practical actions (fully laid out in FEBC Projects). It is sold as a package. Div 6 Hats people to be Scientologists.

If a person buys Batting before a Major Service, he is Hatted and then routed on lines for a re-sign up. If a person does not buy Batting but goes straight onto a Major Service, that person, when all his service cycles are completed, etc, should be signed up for Batting. A check point should exist on routing forms for people leaving the Org. The Dir Clearing must always check people coming to him on a routing form, to see that they have been Hatted before leaving wherever possible.

Batting people to be Scientologists is important. Any confused or inactive Field has resulted from its absence. A Hatted Field makes it easy for Orgs to Clear their area. It is TEAMWORK that will Clear this Planet. Through Batting our Team is that much more powerful.

STATS AND STAT REPORTS

The New Names to C/F stat is reported on the new definition in the P/L starting 12 August 71. The recording of stats per the new definition starts 5 August. OIC Cables must, when reporting the stat as per new definition, put "new def" before the figures and must do so for three weeks consecutively.

The New Names to Prospect Card Files stat is abolished as of 12 August. Number of People Routed to Reg is a Div 6 stat and maintained.

DIV 6 ROLE IN HIGHER ORGS

Div 6 people in Higher Orgs are essentially "Bridge Workers". They work the Bridge to Total Freedom and get people coming up the line from lower Orgs, Franchises, etc. This is Ron's Bridge and it is an important role. Div 6 has included as its functions in higher Orgs-broad promotion and events, patrolling the flow lines of names from lower Orgs to Higher Org C/F, running a broad and wide effective FSM programme, doing Goodwill visits to lower Org Div 6s and showing them how to get people into their Orgs, assigning selection quotas to lower Org Regs and even can assign lower Org Div 6s NNs to C/F quotas.

REASON

It has been found that recent New Name to C/F definitions, e.g.-HAS Grad or someone who has bought a Major Service-was too steep, with new names being almost hot prospects when they reached C/F. This resulted in a fast burn up of C/F, faster than Div 6s could keep pace. Hence earlier new name definition is now restored.

It is also recognized that any registration function affects the GI and therefore belongs to Dept 6 Registration. Hence all Org registration is reverted back to Dept 6.

While Div 6s must be congratulated for holding this function of Public Reging valiantly through, they have bigger and better things ahead. PR has now become a precisely codified subject and lays before us a whole new opening into the field of Public control. Public Batting has now opened the way to a Clear Planet and Field activity has never had a brighter future. This policy marks a milestone of Div 6 expansion.

You have it now. It is simple, easy and effective and just like Ron says.

Lt. Cmdr. Diana Hubbard Distribution Aide for
L. RON HUBBARD
Founder

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tModified by HCO P/Ls 26 November 1971 Issue 11, *Division 6 Public Re Reinstated*, page 230, and 10 February 1972 issue III, *Higher Org New Name to CIFDefinitions*, in le 1972 Year Book.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Rernimeo
Class IV Orgs
Dist Sec Hat
Div 6 Hats
Dissern Sec Hat
Div 2 Dept 6 Hats
All Reg Hats
Execs and Staff

HCO POLICY LETTER OF 26 NOVEMBER 1971
Issue II

DIVISION 6 PUBLIC REG REINSTATED

(Modifies HCO P/L 3 July 71 Reg Change and HCO P/L
14 July 71 FEBC Org Board Div 6 Expanded)

While there are many different types of registration activities, one can definitely classify them into two major categories:

- a. General Scientology registration, calling in old business.
- b. Registration of the raw public and new business.

IT HAS BEEN PROVEN CONCLUSIVELY THAT THESE TWO MAJOR TYPES OF REGISTRATION *CANNOT* BE COLLAPSED INTO ONE DEPARTMENT OR POST. IT DOES NOT WORK.

New business and old business are two very distinct and demanding areas of attention. When they are collapsed into one post or department two things can occur:

- a. Old business is neglected because of great influx of new people and one loses 80% of the Org's current income, or
- b. New public coming in are neglected to handle old business from C/F and one loses Org future income.

A department or person trying to handle both cannot cope with such a wide split of attention and one of the two-new business or old business-must inevitably suffer. The above has been founded upon practical experience.

This is what is locking up Org income. This collapse of functions is jamming up Dept 6 registration lines. Dept 6 comes up against an impasse.

WHY A REG IN DIV 6?

In review of the situation a careless solution would be to have two Registrars in Dept 6-one for new business and one for old. This would also be impractical. It would not work.

The routing lines within a Division are easy to get in and remain strong. A routing line from one Div to another is a more difficult task. Add to this the randomness of aimless raw public unconscious of lines or functions and you get the reason why the new business Reg would be in Div 6.

From observation a routing to Reg line from Div 6 to Div 2 is subject to constant breakdowns. Either the new public get lost on the way or Div 2 is too busy with C/F public or Div 6 forgets to route to Div 2.

Therefore a Public Reg would have to be right in Div 6, under Div 6 control and right there on the scene of public inflow. This would be the effective solution.

ORG BOARD POSITION

The post of Public Reg is hereby re-established in Department 17 as the first section under the Director of Dept 17.

STATISTIC

The statistic of Public Reg is:

NUMBER OF NEW NAMES TO C/F.

230

NEW NAMES TO C/F

THE DEFINITION OF NEW NAMES TO C/F REMAINS THE SAME:

ANYONE WHO HAS BOUGHT SOMETHING FROM THE ORG.

THE ADMIN LINES OF HANDLING OF NEW NAMES TO C/F REMAIN THE SAME.

WHERE NEW NAMES TO C/F ARE CONCERNED HCO P/L 3 JULY 71 REG CHANGE APPLIES.

DEFINITIONS

PUBLIC SER VICE - Any service that is given in Division 6. This can be book selling, testing, Intro Lectures, events, basic courses, HAS Course, HQS Course. Any service given in Division 6.

MAJOR SER VICE - Any service that is given in Division 4 or Division 5. This can be HGC auditing, intensives, Academy, HSDC, Qual Internships. Any service given in Division 4 or 5.

NEW BUSINESS - Raw public brought into the Org and public who have taken or are taking Public Services but have not yet started a Major Service.

OLD BUSINESS - Scientologists and Dianeticists who are taking Major Services or who have taken Major Services.

SIGN UP - Someone who has signed up for a service paying the fee in part or in full but who has not yet started the service signed up for.

ENROLLMENT - Someone who has signed up for a service paying the full fee and who has started the service signed up for. (A sign-up is just a sign up until he starts the service at which point he is an enrollment.)

REGISTRATION DIV 2 AND DIV 6

Until a Public person enrolls and starts on their first Major Service he/she is the responsibility of the Div 6 Public Registrar.

Once a Public person enrolls and starts on their first Major Service he/she becomes the responsibility of Div 2 Registration.

Div 6 Reg-handles all new business up until the point they enroll on their first Major Service.

Div 2 Reg-handles all old business-the registration of Scientologists and Dianeticists.

ROLE OF THE PUBLIC REG

The Public Registrar in Division 6 handles all the new business of the Org up until they enroll on their first Major Service. She guides all new business onto starting their first Major Service at which point they become Division 2's responsibility.

PURPOSE: TO GUIDE ALL NEW BUSINESS OF THE ORG ONTO STARTING THEIR FIRST MAJOR SERVICE.

A Public Reg can sign up and enroll people for Public Services and their first Major Service.

If anyone has to be tops, hot and on the ball it's the Public Reg. With her lies the future income of the Org. One goof now means several thousands in future income lost to the Org. A Public Reg deals in volume registration. She handles large volumes of people in a short space of time and therefore must be quick and efficient in handling the public.

A Public Registrar not only has to know cold all standard registration policies but all PR policies as well. She is an expert in PR Tech, handling human emotion and reaction, using the tone scale and using PR survey results to her advantage. She can handle any individual at any gradient of reality.

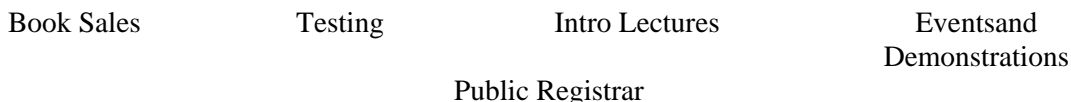
Two very important duties are (a) keeping informed and constantly well briefed on the technical services and results of the Org and (b) keeping very well genned in on

current public surveys-what is popular-what people want handled-what isn't popular, etc.

She uses public surveys in order to know what the public wants, how to give R-factors that hit the right buttons at the right reality, what to push, what type of handlings are needed, etc. She is very flexible in aligning her post to public trends.

Raw public come to the Public Reg through Introductory type Public Services: i.e. Book sales, testing, Intro Lectures, Public Demonstrations, events.

Diagram:



She must be right on the scene of action, at Intro Lectures, events, demonstrations, near the test evaluator, near the bookstore. No one misses out on an Interview with the Public Registrar. Div 6 must be effective in driving the public in and give EXCELLENT public introductions after which the Public Reg takes her stand and reg's.

Sometimes the volume of public is too much for one Public Registrar. It is important that the Public Reg in liaison with HCO trains up several other staff members in the Org as Stand-by Public Regs who can be called in when the crowd gets large.

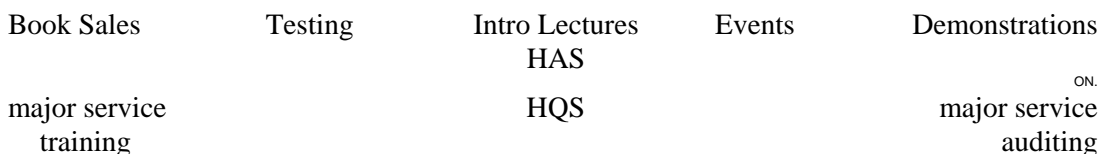
WHAT IS SOLD

What is sold and pushed for sign up is always modified by current public surveys. There is no hard and fast rule except: Give the public what they want and channel them through public services to a Major Service. Public Services introduce the Public to Dianetics and Scientology. Some people need more introduction than others. Some people may sign up for a Major Service right away in which case the Public Registrar should sign them up for the Major Service without delay. The sooner a person signs up for his first Major Service the better.

The Public Registrar uses the gradient appropriate to each individual, pushing them onto their next step with friendly 8C and ARC.

Here is a rough guideline as to gradients of service. It is of course flexible as to what the public wants and public trends.

PUBLIC SERVICES



**~ERVICE
PREFERABLY TRAINING**

The **Public Registrar ALWAYS** sells something, even if it is just a book. The Public Reg however should be so good that everyone buys a service.

INVOICING

The Public Registrar like any Div 2 Registrar invoices and takes in the money for the services she signs up. There is a checksheet on how to do it HCO P/L I I March 71 Registrar Invoicing Hat. There is a special P/L on the subject HCO P/L I I Mar 71 Registrar Invoicing Line.

A Public Registrar must do the checksheet and follow the policies therein.

NATURE OF THE POST

The post of Public Registrar is almost totally the handling of registration of BODIES. Administrative and paper duties are minimal.

ADMINISTRATION

The administration of the Public Reg post is mainly based on Reg Interview Slips. The primary purpose of a registration admin system is to provide data so people can be followed up and channeled onto services and further services.

The Reg Interview Slip is as per HCO P/L 26 Oct 71 Public Reg Interview Slips. She has a pile of these in supply on her desk for use always. They are filled in at each Interview while the interview is taking place, never after the interview.

The Interview slips are filled in in triplicate: One original and two carbons. The copies are routed as follows:

1. Original - to Public Reg Files
2. Carbon - to local C/F
3. Carbon - to SH C/F via SH Addresso.

The Public Reg, separate to and aside from normal in and out comm baskets, also has three special baskets set up, labeled and used as follows:

1. *TO PUBLIC REG FILES* - In this basket goes the original Interview Slips. At the end of each week the basket is emptied and handled as follows: Number of Reg Interviews are counted and given to Div 2 Dept 6 for including in the Reg Interviews stat. Then each particle is filed in Public Reg files in alphabetical order.
2. *TO LOCAL CIF* - In this basket goes one carbon copy of each Reg Interview slip. It is emptied daily and routed to C/F in the Org.
3. *TO SH CIF VIA ADDRESSO* - In this basket goes the other carbon copy of each Reg Interview Slip. At the end of each week it is emptied and sent via SH Addresso to SH C/F.

USE OF FILES

The Public Reg files consist of the originals of Public Reg Interview Slips. This is all they consist of and are filed in alphabetical order. They are there to provide fast reference and are not a "second C/F".

The Public Reg files are constantly combed through for people that need follow up. She locates all those people who have signed up but are not taking the service or those who have not gone on to their next step and follows them up and gets them in-using the methods covered later in this Policy Letter.

She also locates in the Public Reg files all those people who have enrolled onto their first Major Service and routes those Reg Interview Slips out of her files to C/F marked in bold red letters "OVER TO DIV 2 REG". The Public Reg may have a stamp for this purpose.

WHY HAVE PUBLIC REG FILES

A new public person has to be gotten in and handled fast. The more the delay the more difficult it becomes to get that public person in. The reverse can be said of speedy handling on the first spark of interest.

The Public Reg cannot wait for C/F backlogs or delays to file. Having skeleton files of the originals of Reg Interview Slips helps quick efficiency in following up the public. New business has to be handled NOW.

WARNING

Public Reg files should not build or stack up. The Public should be enrolled on their first Major Service with speed. An enmesh set of Public Reg files indicates the Public Reg is not doing her job.

CENTRAL FILES

New business folders in Central Files should have canary yellow tabs on them. These folders would be the people the Public Reg is handling. As soon as Public Reg sends to C/F the Reg Interview Slip with "OVER TO DIV 2 REG" the yellow tab is removed.

The Public Reg must inspect these yellow tabbed C/F files as needed to get data or whatever. Similarly any action the Public Reg takes must have a copy sent to the C/F file.

The absence of yellow tabs does not excuse the Public Reg from inspecting new business C/F folders. She does so whether tabbed or not. Of course tabbing does make the job easier all round.

MOTTO ON ADMIN

Keep admin in PT. Don't wait to sort out a mess later.

FOLLOW UP

A Public Reg's job is not finished at sign up stage. She must ensure the person actually gets enrolled and starts the service.

She must inspect the courses and service areas to verify people taking service-check up, etc.

Follow up can simply be an info pack, a letter or local phone call. When simple follow up actions don't work, then she alerts the ARC Break Reg or Dir of Clearing to get an FSM onto it as appropriate to handle the situation.

Whatever happens don't let someone lose their way to Total Freedom!

It is to the Public Registrar's interest that routing forms for Public Services have the Public Reg on the routing form for RE-SIGN UP. Lack of this will endanger her job.

SELECTIONS

The Public Reg receives all FSM Selection slips for Public Services. She sends those selected three selectee advice mailing packs each sent at two week intervals to get selectees in. Should this be of no avail the Public Reg contacts the Dir of Clearing in order to get the FSM who selected to re-contact the selectee and bring him/her in personally into the Org for sign up.

The Public Reg should inspect weekly all FSM Commission Payment routing forms kept by the Dir of Clearing in order to cross check them with Public Reg files and ensure anyone who should be under Div 2 Registration is routed out of Public Reg files to C/F.

FURTHER MATERIALS FOR STUDY

The following is a list of Policy Letters that a Public Reg should study to give a full picture on how the post evolved and the technology of Public Registration:

1. HCO P/L 18 June 65 Areas of Operation

2. HCO P/L 23 Sept 64 Policies: Dissemination and Programmes

3. **HCO P/L 6 Apr 65** Letter Reg Hat
4. HCO P/L 7 Dec 66 Magazines Permitted All Orgs
5. HCO P/L 17 May 69 Mailing Lists Central Files Addresso
6. HCO P/L 30 July 70 Important Registration Breakthrough
7. HCO P/L 19 Aug 70 Division 6 Division 8 GDS
8. HCO P/L 20 Aug 70 Division Eight
9. HCO P/L 2 Oct 70 Clarification of Divisions 7 and 8 Statistics
10. HCO P/L 15 Oct 70 Staff and Franchise Day at a Saint Hill
11. HCO P/L 15 Oct 70 Correction to Staff and Franchise Day at a Saint Hill
12. HCO P/L 21 Oct 70 Clarification of Div 2 and Div 8 Registration Functions in Saint Hill Orgs
13. HCO P/L 21 Oct 70 Saint Hill Foundations
14. HCO P/L 22 Oct 70 OT Service and OT Committee
15. HCO P/L 1 Dec 70 Clarification Registration Breakthrough
16. HCO P/L 3 July 71 Registration Change
17. HCO P/L 5 Aug 71 Cancellation

The above P/Ls should be in every Public Registrar's hat and are part of her hatting.

This is a very busy post. Here in this Policy lies the unlock of your Org's income.

Every Org should have a single hatted Public Reg. Any executive not pushing to get one or stopping the appointment of a Public Reg is simply denying staff their pay.

This opens the way to soaring income and prosperity. Open the gate to viability. Get a Public Reg.

Lt. Cmdr. Diana Hubbard CS-6 for L. RON HUBBARD Founder

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(Revised and reissued on 30 October 1972 as HCOP/L 26 November 1971R Issue IT, *Division 6 Public Reg Simplified*, which was later cancelled by HCO P/L I December 1972 Issue TV, "Big League" *Registration Series 6, The Public Reg Post Simplified and Streamlined*, bothinthe 1972YearBook.]

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. 1

HCO BULLETIN OF 6 APRIL 1957

[*Excerpt*]

FIELD AUDITOR

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 specialty 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"?

LRH:rs.cden.rd

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by L. Ron Hubbard

L. RON HUBBARD

[Excerpted from HCO Bulletin of 6 April 1957, *Central Files and*

ALL RIGHTS RESERVED *Procurement*. A complete copy can be found in Volume 2, page 248.)

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo

HCO POLICY LETTER OF 2 OCTOBER 1969

BPI

THE RIGHTS OF THE FIELD AUDITOR

(Re-issued from 15 May 1957)

The field auditor has a right:

1. To his own group.
2. To the loyalty of the people in his group.
3. To send any of his group to a Central Organization for training, coaching or special processing and have them returned with their group loyalty and attachment undisturbed.
4. To express his needs and desires for co-operation to a central organization, other groups or auditors without fear of retribution or reprimand.
5. To place his name and address on the title pages of publications from the central organization and circulate these in his area.
6. To publications from a central organization at a discount in proportion to the number he distributes.
7. To respect for his training and experience.
8. To respect for his certificates.
9. To have and to hold his certificates without cancellation by anyone forever.
10. To communicate Scientology and to bring about a civilization for mankind.

By my hand this 21st day of April 1957

L. RON HUBBARD

Proposed as an HCO Policy Letter by:

Mike Davidson

-

Franchise Officer WW

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Ad Council WW
Exec Council WW
Rodger Wright - LRH Comm WW
Leif Windle - Policy Review Section WW
Jane Kember - The Guardian WW

for **L. RON HUBBARD**
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 23 JUNE AD 10

Important MA
Franchise Holders

SPECIAL ZONE PLAN

The Scientist's Role in Life

Ten years ago, on about this date, I was up against third dynamic confusion of such magnitude that within a few months, I was to decide to forget organization problems and concentrate on research.

Because of this decision for years we were poorer in numbers but richer by far in knowledge.

It evidently was not enough to be able to help the basic problems of an individual. There were eight dynamics. It was necessary to take in at least some of all eight dynamics before we could be effective.

And toward the end of June in 1950, I first sensed that truth. And the maxim-bring order to your own house before you attempt order next door.

In June, 1950, the Foundations were already beginning to shatter under the enthusiastic door pounding of the public. I had built the proverbial better mousetrap and all the world was beating a path to our door-and was breaking the door down!

Yes, we could do wonders with people. Greater wonders than had been done in recent millenia. But we were ignorant beyond the first two dynamics. The moment we sought to handle the third we were done.

That was ten years ago. Within months of that date all that was left of the first organizations was rubble and newspapers blowing by in the wind.

I worked hard, and studied and researched, never friendless, often helped and worked ahead for ten years.

The First Dynamic, self, fluctuated in results and has stabilized with unsurpassed processing technology. In proof, our people are individually in better shape than any other group.

On the Second Dynamic, family and sex, we have gotten into a winning position. We know the answers to marriage, children and sex. The material isn't all published broadly enough yet even for Scientologists to know it but it's there and we're living better lives.

The Third Dynamic, groups, is the spectacular break through of today. It's happened so gradiently we've hardly realized we have won. But observe: we have a magnificent organization. In America, England, South Africa and Australia we have just about the most wonderful organizations Man has seen for their size, cost and defensibility. Here we have achieved spectacular stability. Largely self-determined, yet co-operating smoothly these third dynamic examples compare with June, 1950, Foundations like the Royal Ballet compares with the aftermath of Hiroshima.

Just as we can represent in ourselves the grip we have on the first dynamic, so do we represent in our organizations that we have the third dynamic well in hand.

The technology of our third dynamic in organizations *and* the field is an exact one, as skilled as an auditor's know-how. And having applied it to organizations we are now applying it to the field, which is the main subject of this bulletin. You in "the field", you are about to win, too, with a complete new level of policy and action if you want it: you are about to be included "in".

The Fourth Dynamic, Mankind, is now an understood zone of operation and is declared herewith to be operational for a Scientologist. The prize of understanding Man as a racial and political species has fallen to our hand. Don't smile. I know it's an incredible announcement. But it's factual.

On the Fifth Dynamic, that of living things, I have been making headway since last year and know quite a bit now about them. Many of the secrets have dropped into our hands.

On the Sixth Dynamic, the physical universe, we have for some time stood well above what they know in physics.

On the Seventh Dynamic, the spirit, we covered this ground very thoroughly in

1953-54-55 and it's still all true but too advanced for general consumption. The best record of this was in the 1953 Philadelphia Lecture Series of 64 hours.

On the Eighth Dynamic, the Supreme Being, we have at least found the key question and in a little while we should have it answered on a demonstrable basis. Far from presumptuous it is about time somebody neither atheist nor zealot asked some questions, and arrived at some answers that have no self-interested curves in them.

So you can see where we are going and have at least a passing acquaintance with developments. Here we are with the largest fund of information of life and its patterns that has been assembled in a factual package on Earth.

Now the question is, what are we going to do with it?

Until we had the third and fourth dynamics demonstrably in hand technically we could not answer the question. We've each had his own idea of what we should be doing with it and each of these ideas is right to the degree that it's right for each of us. I have never discussed this point strongly because I did not want to shake anyone into an uncertainty. So let's say that all these ideas are right and then add a Third Dynamic Idea with which we can all agree.

Improvement is the common denominator of all our ideas. And of course each one has a zone of interest where he or she feels improvement is most needed or where he or she would be most comfortable in doing the work of improvement.

And that's the gist of this Third Dynamic Idea. It's a rather deceptive idea at first glance since we are each of us doing something of that.

But let us be far more definite. And let us expose a fallacy that has long been riding with us, as an unknown passenger.

People think of professional practitioners as doctors who, aloof from all other concerns, practise on the sick. This is a very novel idea. Dreamed up, probably, by the first lazy witch doctor and used forever thereafter by most specialists in human ~ivingness. And here I want to as-is and banish that idea from amongst us all.

If we are doctors (by which might be meant "repairers") then we are doctors on the third and fourth dynamics and handle the first and second dynamics only to achieve better function on the third and fourth.

And true enough, most Scientologists agree, I think, with this concept. But it itself is as new and novel as the idea of being a professional practitioner to individual health once was.

I believe our third dynamic organization, taking in all Scientologists, should go this way:

The Central Organization and Centre Scientologists should service the remaining Scientologists, doing administration, instructing and auditing. Instruction to a professional level of all Scientoloffists should be entered upon as a must. Central Organization and Centre Auditing should be special and referred cases and the Scientologists themselves when they want it as part of service.

Being trained and cleared need not hold up the next zone of action, though it is taken for granted that these will occur for each.

The "field auditor" should be included wholly "in" to the general activity as a large zone divided into smaller specialized zones. The "field auditor" should of course run a group some evenings (he will find he has to) and audit not only members of his family but contacts in his zone on weekends or evenings. But, as you will see, he or she is largely wasting time by trying to be an individual doctor type practitioner where he or she is only partly successful at it. Some of course will have to work full time in centres as we get into action but centres are mentioned above as a special activity along with Central Organizations.

The largest majority of Scientologists should, I feel, consider themselves as "doctors" on the third and fourth dynamics. And if we work well at this, we will have answered all our various needs and brought it off on the third and fourth as well.

Now I wouldn't be talking to you like this if I didn't feel I had this studied to a conclusion.

Consider our position: we have arrived at a very special plateau of knowledge as has been reviewed above. Data on our know-how is being codified for use in these zones of action.

Consider the position of the world. The story is often repeated on the whole track. As Mest is made to help too much, a plateau of civilization is reached in which the individual is downgraded to a number. The end of this-the lights eventually go out through lack of personal initiative and ability.

We are in a fantastic position, at the right time and place, to halt this cycle of decay and start a new one on Earth. And I believe we should overtly do so.

How?

We are masters of IQ and ability. We have know-how- Any of us could select out a zone of life in which we are interested and then, entering it, bring order and victory to it.

Of course, there's a heavy challenge in doing this. Some of the victories would be hardly won. But we would win across the world if we kept our vision bright.

The third and fourth dynamics subdivide. Any third breaks down into many activities and professions, a neighborhood, a business concern, a military group, a city government, etc, etc, etc. The fourth dynamic breaks down just now mainly to races and nations.

Now just suppose a Scientologist were to consider himself a professional only for the purposes of treating and repairing or even starting again these third and fourth zones?

See this: a housewife, already successfully employing Scientology in her own home, trained to professional level, takes over a woman's club as Secretary or some key position. She straightens up the club affairs by applying comm practice and making peace and then, incidental to the club's main function, pushes Scientology into a zone of special interest in the club-children, straightening up marriages, whatever comes to hand and even taking fees for it-while of course going on being a successful and contributing wife.

Or this: a Scientologist, a lesser executive or even a clerk in a company, trains as a professional auditor, and seeing where the company is heading, begins to pick up its loose ends by strengthening its comm lines **OF** its personnel abilities. Without "Selling" anybody Scientology, just studies out the bogs and remedies them. If only as "an able person" he would rapidly expand a zone of control, to say nothing of his personal standing in the company. This has been and is being done steadily across the world.

Now that we have pre-sessioning, it's easy to straighten up other people. Our unreleased technology on handling third dynamic business situations is staggeringly large. You'd be surprised how easy it is to audit seniors. They and their families have so many troubles. Or how easy it is to spot the emergency-maker and audit him.

And see this: a race is staggering along making difficulties for itself. Locate its leaders. Get a paid post as a secretary or officer of the staff of the leaders of that race. And by any means, audit them into ability and handle their affairs to bring co-operation not trouble. Every race that is in turmoil in a nation has quasi-social groups around its leaders.

And this: a nation or a state runs on the ability of its department heads, its governors, or any other leaders. It is easy to get posts in such areas unless one has delusions of grandeur or fear of it. Don't bother to get elected. Get a job on the secretarial staff or the bodyguard, use any talent one has to get a place close in, go to work on the environment and make it function better. Occasionally one might lose, but in the large majority, doing a good job and making the environment function will result in promotion, better contacts, a widening zone.

The cue in all this is don't seek the co-operation of groups. Don't ask for permission. Just enter them and start functioning to make the group win through effectiveness and sanity.

If we were revolutionaries this HCO Bulletin would be a *very* dangerous document. We are not revolutionaries any more than we are doctors of sickness in individual patients. But we are not revolutionaries, we are humanitarians. We are not political. And we can be the most important force for good that the world has ever known. Who objects to a company functioning better to produce a better civilization? Who objects to a race becoming sane and a stable asset to its communities? Who objects to a neighborhood smoothing out?

Only the very criminal would object and they are relatively ineffectual *when you* can know and spot them. And there, are no criminals except the mentally disabled.

So this is a challenge on the third and fourth. Almost all Scientologists are in a position to begin to help on such a programme.

And I am studying now first the popularity with you of this plan and, if great, how best to help us all achieve it. The first thing required is an understandable designation for Scientologists undertaking their portion of this Special Zone Plan. I

should think the word "Counselor" is acceptable with an appropriate additional designation such as "Family Counselor" or "Company Counselor" or "Child

Counselor" or "Organization Counselor". What we would do is issue an HPA or HCA as a certificate as always and would issue a special zone certificate to any person operating in that zone after he or she had completed an additional correspondencetype briefing course covering that general zone. In other words anyone would have to have a professional certificate before he or she could be designated as a special zone counselor. The costs of obtaining such a certificate would be kept slight, no more than bare administration. The advantages of having such a designation are plain. A clerk

with a certificate on the wall from the Academy of Scientology designating that he or she has been graduated as a "Company Counselor" would startle even a complacent executive into conversation about what was wrong with the place and as he was talking to a pro auditor any scepticism would quickly fade. A pro would know! As it all starts with being a good auditor and as the additional technology is exact in any of these fields, the programme is feasible.

We are at this stage of this programme: I have found that Scientologists operate with high success on the third and fourth but that it rarely occurs to them to try it and when they do they think I want them to audit full time and they are apologetic about their attempt. I have the technology pretty well in hand and can write zone manuals. I feel we now have clearing well in hand in Central Orgs and will soon have it broadly so for Scientologists in "the field" but I do not feel we need wait on that but take it and

further training in stride. I feel that we are ripe for an overt attack on the third and fourth down spiral. I feel our auditors should take advantage of their increased personal ability and should be regarded accordingly by society and its zones. I see clearly that we have to win on the third and fourth if we are to attain our goals of a better world.

The special zone plan is made possible by a slight shift of approach. Take the case of a police officer who got interested on a PE course and read some books. He tried to

"sell" his chief on Scientology as a subject and was given a heavy loss. One, our PE level trainee was insufficiently schooled to be effective. Two, as a pro his approach could have been any one of several. He could have eased himself nearer a command source area in the department, or he could have taken over a pistol marksman on the force and made him a champion as we did with the Olympics team once. The slight shift is that we would have made this police officer get pro training before telling him "sell Scientology" to the force and then would have advised him to *sell it by action*, not words. Handling the familial problems of the commissioner as his driver or making the rookies gasp at how fast he could train them would be *selling by action* only. And no other kind of selling would be needed. He'd be running an evening coaching class for his fellows or superiors on Scientology in a few months and making some of *them* follow the same route. How long before he had altered the whole character, ability and effectiveness of the police force and through that how long before he would, have civilized the whole approach to law enforcement in that area? For, once we have created an opening, we always avalanche to fantastically swift gains.

That's the Special Zone Plan. Several hundred thousand are ready for the first steps. Those that aren't trained as pro HPAs and HCAs could start in soon. There are special ways to get training at an Academy now. And even while awaiting this training and working toward clearing such Scientologists could begin to determine their zone goals and work on them.

Our impact on the society is already weighty. With special Zone Plans we could move that impact up thousands of times greater and have in our present lifetimes our goals at least in part accomplished and a decent world to come back to again.

What do you think of it? Write to me in care of Central Organization HCO in your area to give me your views on the Special Zone Plan.

When you write please advise me as follows: whether you like or do not like the idea. If you like it tell me the zone you are in or would like to be in (what area do you want to help?). But whatever you say *please write* as your letter will be considered as a *vote*. We have arrived at a cross roads where our action now could well affect the future history of this planet.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 JULY 1960

Assoc Secs
HCO Sets
Directors of Zoning

DIRECTOR OF ZONING HAT

In a Telex message to George Hay, who is the new Director of Zoning at HASI London, Ron has clarified the purpose of this post.

The Director of Zoning is a new post set up to co-ordinate and bring order to the Special Zone Plan in any area. It is a HASI post, not an HCO post.

Ron's instruction on this is for each Association Secretary or Org Sec to find their best "rabble rouser" and appoint him as Director of Zoning for their particular area and make up his hat in accordance with the following, which is taken almost verbatim from the Telex message to George Hay:

DIRECTOR OF ZONING HAT

To Director of Zoning London:

Please arrange the following:

That any person wanting to see Reception Registrar or Assoc Sec or me about the Special Zone Plan gets routed promptly to you, and that your door is well and legibly and tastefully marked about it. And you can be found, and nobody talks to anyone in HASI about it but you.

Further, make a card file out on everybody that comes in; and in particular write down name, address, and the zone they're interested in, and the possibility or not that they will do volunteer auditing evenings for some special personality.

Keep this list of Special Zone workers and keep it out of C/F as such. You can info addressograph that so and so is a Special Zone worker, but for now keep your own card file and build it up.

Answer and demand that you get all letters that contain reference to the Special Zone Plan even if they contain other matter. Get people to route letters to you which contain orders to be filled.

Please build up any data you can in ways of actual operation or how to operate that you get from people, as we will be in desperate need of it one of these days.

Keep the Special Zone Plan corralled and out of HASI, and keep HASI out of the Special Zone Plan. Any plans to completely control the Special Zone Plan will be negated by me. We want people to work as they can work. We don't want it to be a controlled sphere.

I have a book or rather a paper coming up that is a brief summary of how to get one's foot in a door in a business company and how to operate along that line, as the beginning text that will be required for study before we issue counselors' certificates to anyone. There'll be a booklet for each Zone. These are preliminaries. Later booklets will be built out of the data we get from people working hard at it.

If you insist on anything insist on people getting decently trained. Make any kind of arrangements you can pull off or talk people or HASI into, but a non-trained auditor doesn't do too well hitting at groups et al. We're not near so keen on selling anything as we are in actually getting them trained.

Special Zone is our area of confusion at the moment, and I don't care how enthused or ecstatic or confused it gets. Keep it from confusing any part of HASI and HAST will love you 'desperately. In short the confusion has power

in it. If it meets up with too much HASI order some of the impetus will be lost, so let the order go as far as getting people trained, but otherwise isolate Special Zone.

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HCO POLICY LETTER OF 25 AUGUST 1960

CHICAGO AREA

In that illegal HCA course is contemplated in the Chicago area promoted by chopping FC DC lines and in that the area contains auditors who have not been checked out at an HCO and whose students would be of little benefit to Scientology as they would not receive actual training, we must assume that Chicago auditors are not active in enforcing the ethical codes, and the area is not using franchise data for its most effective gains.

All auditors concerned should be checked out by HCO and straightened up in an HGC where auditing is not a patty-cake based on tacit consent.

An auditor in the Chicago area, by his refusing auditing, has gotten himself into such condition as to be of questionable value to anyone.

It is necessary that field auditors bring pressure on people who refuse ethical practice codes and who fail to cooperate to get audited where the auditing works best-an HGC.

Some time ago I asked you to help me wear my ethical hat.

It is a grim mistake for Scientologists to think they are being kind by feeling tolerant and sorry for auditors who are piling up overts. Listen, I am weary of the field letting such people *die*.

The list of persons dying from unattended overts increases. Just the other day a squirrel died in England. Why? Nobody insisted she get her overts off, supposed she "had rights to act that way". Her friends let her die. They would not help us get her to an auditor. Maybe they thought she ought to die.

You have not one but several in the Chicago area who will go into psychotic breaks or die because of overts. It's much kinder to bring on the pressure that gets them to a *good* auditor they can't boss.

Help me wear this hat. Send such persons to an HGC before they kill themselves.

Please?

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 SEPTEMBER 1960
(Originally issued in Johannesburg)

Central Orgs

HPA GRANTS

No further HPA grants may be issued by HASI. Those outstanding are still valid.

Three letters may now be issued each field auditor to the following effect:-

This letter issued to any shareholder or Life member in HASI grants him not only his share discount but also Z25 off his HPA course if all other payments are in cash.

The letter may be given only to persons who are needed in your area and are considered good auditor material.

The letter must be countersigned by the field auditor and bear the nominee's name.

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HCO POLICY LETTER OF 1 OCTOBER AD 12

Central Orgs
Franchise
U.S. Field

THE PLAN FOR CALIFORNIA

This State has probably more auditors situated than in any other State in America.

Its potential therefore, is very good.

However, in the past, this potential was greatly damaged by lack of co-ordination.

In order to achieve success it is necessary first to have stable points from which- to proceed. From these stable points others grow.

So, here is the plan for concerted action to make California a real asset to Scientology,

Los Angeles, being the only organization for Scientology authorized by the State of California, and being the enfranchising organization for all Centres, City Offices and Field Auditors, is the controlling body for all Scientology activities in California. San Diego, San Francisco or any other City Office is legally enfranchisable only from the LA Organization.

Any auditor in California or auditing in California may only audit legally if a minister of the Church of Scientology, Los Angeles. Otherwise that auditor is subject to severe penalties under California law.

Any Clearing Co-Audit set up in California must be licensed by the Church of Scientology of California as a branch church. 'this, by actual test, protects any auditor from prosecution under psychology laws which are very harsh in California.

A Clearing Co-Audit, a Centre or City Office pays the Church in Los Angeles 10% of its gross income. In return, as a Minister, there are large allowances in Income Tax as the Church of Scientology of California has long since become non-taxable by the State and Federal governments.

Any auditor wishing to set up a Clearing Co-Audit, a Centre or a City Office must have a charter from the Church of Scientology of California, otherwise no legal protection or credentials can be extended to that auditor.

We therefore intend to consolidate all auditing activities in California, to help all auditors who are a part of this network and to forbid operation by all auditors who are not.

Orderly growth can therefore be expected, more favourable laws can be passed, and the area and all auditors in California will prosper.

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[Amended by HCO P/L 18 March 1964, California Franchise, page 262.1

HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 21 FEBRUARY 1964

Central Orgs
Franchise

[Excerpt]

Field

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.

LRH:gl.rd

L. RON HUBBARD

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[Excerpted from HCO Policy Letter of 21 February 1964,

by L. Ron Hubbard

Department of Enrolment. A complete copy can be found in

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Volume 2, page 34.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 APRIL 1965

Remimeo

Franchise

Sthil Students

Post B Boards

URGENT

FIELD AUDITOR RATES

Local Orgs Publish Broadly

The rates chargeable by field auditors, dropped in 1964 planning, are again placed on parity with orgs effective I June 1965.

They may grant discounts to members only.

Field auditors in private practice are bound by their Continental Rates existing in their area.

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[See also Volume 3, page 84.1

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 APRIL 1965
Issue II

Gen Non-Remimeo A future Issue of The Auditor

HEALING POLICY IN FIELD

The **HCO Policy** Letter of October 27, 1964 is now binding on all field auditors and field staff members.

Many field auditors do not realize that they damage their own dissemination and usefulness by becoming involved with the very ill and the insane.

The only thing a field auditor can do, really, without going down, is to promote, run meetings and do short assists as field staff members of their nearest org. But whether they are or not, all Field Auditors including HBA, HAS and HQS must abide carefully by this policy and inform those persons who seek to persuade them to help the insane or very ill that "it is a Committee of Evidence offense to break HCO policy" and thus get themselves free. I have seen too many field auditors fail by their becoming entangled with psychos and chronically sick cases to fail to protect them from such a mistake.

Excerpt from HCO Pol Ltr Oct 27 '64:

"HEALING

"Any process labelled 'healing', old or new refers to healing by mental and spiritual means and should therefore be looked upon as the relief of difficulties arising from mental and spiritual causes.

"The proper procedure in being requested to heal some complained of physical disability is as follows:

1. Require a physical examination from whatever practitioners of the physical healing arts may be competent and available-,
2. Clearly establish that the disability does not stem from immediately physical causes;
3. If the disability is pronounced to be curable within the skill of the physical practitioner and is in actual fact a disease or illness which surrenders to contemporary physical treatment, to require the person to be so treated before Scientology processing may be undertaken;
4. If, however, the physical practitioner's recommendation includes surgery or treatment of an unproven nature or the illness or disease cannot be accurately diagnosed as a specific physical illness or disease with a known cure, the person may be accepted for processing on the reasonable assumption that no purely physical illness is proven to exist, and that it is probably mental or spiritual in origin."

LRH-jw.cden

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[See also HCO P/Ls 21 February 1969, Cancellation Of "Corrections to HCO Policy Letters'~Pol Ltr Of November 5, 1964, page 523; 13 March 1969, Addition to HCO Pal Ltr Of 23 June 1967 "Policies on Physical Healing, Insanity and Potential Trouble Sources --Potential Trouble Sources (b), page 523; and 7 May 1969, Policies on "Sources of Trouble", page 525, all in Volume 1.]

HUBBARD COMMUNICATIONS OFFICE

37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 27 MARCH 1959

To all HCO Offices everywhere

FRANCHISES

At once take steps to put every field auditor on an HCO Interim Franchise as follows:

INTERIM FRANCHISE

"I, L. Ron Hubbard and the Hubbard Communications Office as owner of the Copyrights, Trademarks, Registered Marks and Rights and Materials of Dianetics and Scientology, do hereby franchise (..... name of Auditor) at (address) to use Dianetics and Scientology as the exclusive franchise holder for that area pending a full issue of franchise in a more formal and exact manner.

The interim franchise is issued conditional upon the following:

1. Payment to HCO (area) of ten percent of his/her gross weekly income.
2. A guarantee to abide by the Auditor's Code 1959, the Code of a Scientologist and to teach an HAS Co-audit Course as outlined by The Hubbard Communications Office located at (fill in name).

All services of (name of auditor) are therefore valid continuingly by issue of this interim franchise.

The above agreement will terminate in the event of failure to ratify the formal franchise when received or in the event of failure to sign this agreement and return it to HCO (address) within fourteen days.

Date:

L. RON HUBBARD
 An Individual
 HUBBARD COMMUNICATIONS OFFICE
 A Registered Company

I agree to abide by this interim franchise.

Signature of Auditor

Date-"

Stand by to receive from here and give them the gen thereafter on HAS Co-audit and to heavily advertise for them locally and nationally.

I am readying the whole pattern, the ads, the course data and schedules, the process pkg, etc for them to be given to them only when they sign up.

Use no judgement in who or what you sign up. We will sort this out after we plunge (with proper final contracts).

The point is to get everyone signed up quick before we boom Scientology and they find themselves riding the crest of the wave by merely copying us and then fall down because we can't afford to help them stay up.

Knit everyone together in contracts. Then we make a huge forward shove.

Best,

L. RON HUBBARD

LRH:mp.rd

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W.1

HCO POLICY LETTER OF I MAY 1959

HAS CERTIFICATES

No HAS certificates will be issued to persons not holding HCO Area franchises.

10% of the gross income from Dianetics and Scientology weekly must be paid to the nearest HCO office for such a franchise to be valid.

All HAS certificates are to be mailed to the persons receiving. They may never be mailed to the franchise holder to give to his people.

All franchise holders need to do for their people to receive HAS certificates is to mail in the name, address, age, sex and profession of the person who earned it and declare it has been granted after completion of a comm course given such and such a date.

All franchise holders are required to invoice in a proper book or on an invoice machine all monies received from each person for any and all Dianetics and Scientology services.

This 10% buys the right of use of Dianetics or Scientology as a centre. Any service rendered a franchise holder is gratuitous.

There is no cost for an HAS certificate except the 10% of gross income.

There must be no delay in getting these certificates out to people. The franchise holder must not delay applying for the certificate. The nearest Central Organization Address Section is in charge of the issue of HAS certificates. These do not pass through Certification. Address informs certification that the certificate has been issued after it has been issued.

Signature on an HAS certificate is a facsimile signature of L. Ron Hubbard, Founder, printed on at the same time as the rest of the certificate is issued.

An HAS certificate is 5 x 7 inches in size and is mailed in a stiff envelope. Its text is as follows:

Large print:

THE HUBBARD ASSOCIATION OF SCIENTOLOGISTS INTERNATIONAL

Small print: . On the Authority of the

HUBBARD COMMUNICATIONS OFFICE Herewith states that (Large print, name of person) has been awarded the status of (Large print) HUBBARD APPRENTICE SCIENTOLOGIST
By our hand and seal this date

L. Ron Hubbard, Founder.

The script should be modern and the paper should be good. A seal goes in the lower left corner.

L. RON HUBBARD

LRH:rd

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 28 MAY 1959

TO ALL HCO FRANCHISE OFFICES

The Interim Franchise featured in HCO Policy Letter 27/3/59 is not totally applicable in Sterling Areas. This is due to the fact that the word area is mentioned. We do not mind in which area an auditor operates as long as we have an address to send our communication lines through. Another addition to the Franchise is the fact that the auditor must pay HCO 10% of his gross weekly income from SCIENTOLOGY and DIANETICS. The following Interim Franchise is the one being used in London at the moment:

INTERIM FRANCHISE

I L. RON HUBBARD and the Hubbard Communications Office, as owner of the Copyrights, Trademarks, Registered Marks and Rights and Materials of Dianetics and Scientology, do hereby franchise at to use Dianetics and Scientology as an exclusive Franchise holder pending a full issue of Franchise in a more formal and exact manner.

The Interim Franchise is issued conditional upon the following:

- I. Payment to HCO London of ten percent of his/her gross weekly income from Scientology and Dianetics.
- 2. A guarantee to abide by the Auditor's Code 1959, the Code of a Scientologist and to teach an HAS Co-audit Course as outlined by the Hubbard Communications Office located at

All services of i are therefore valid continuingly by issue o this Interim Franchise.

The above agreement will terminate in the event of failure to ratify the formal Franchise when received or in the event of failure to sign this agreement and return it to HCO, at within fourteen days.

Date

L. RON HUBBARD
An Individual

HUBBARD COMMUNICATIONS OFFICE A Registered Company

I agree to abide by this Interim Franchise.

Signature of Auditor: Date:

This Interim Franchise is only a temporary Franchise. We are going to sign up as many auditors as possible. The only necessary qualifications are to be a validated auditor. Once they are all signed up we shall then start issuing the final Franchises. At this stage we shall take a more careful look at what's what, before handing out the real thing.

HCO offers these Franchise holders certain services. One of these takes place in co-operation with the PE Foundation. Those auditors who live near enough to the HASI to attend classes are invited to a week on the Comm Course and a week on the HAS Co-Audit. This is a period of six evenings which is free of charge. While on this course they are regarded as students and are treated as such. They are not allowed to walk around with the instructor or to get any briefing on case assessments and E-Meter

readings during class. This must not interfere with the public in any way. By coming on this course they can get a subjective reality of what HAS Co-Audit is about and also observe how the instructor handles the situation.

In order for them to get some briefing on case assessments and the latest processes, courses can be arranged every so often through HCO with the PE Foundation. These courses take place over the weekend and would consist of auditors (having signed Franchises) doing the new Comm **Course TRs and also** some hours on HAS Co-Audit. At the same time would be played Ron's tape on HAS Co-Audit which he made on his special HPA/BScn Course. The instructor is also to give them some briefing on E-Meteys and case assessments.

The auditors are to start paying HCO 10% of their gross weekly earnings from Scientology and Dianetics immediately they have signed a franchise. This also applies even if they haven't started an HAS Co-Audit. The auditors are requested to keep books in which they can keep their finances up to date. They are also required to send in a financial statement of all monies received each month.

In HCO Policy Letter 27/3/59 Ron says "I am readying the whole pattern, the ads, the course and data and schedules, the process pkg, etc". Until such time as he does this it is HCO's responsibility to keep the field auditors supplied with data. All technical bulletins should be sent to them.

At the moment there is no definite mock-up on the advertising scheme. HCO can advertise, however, in various ways: such as giving people the addresses of HCO Franchises; also featuring the names in the, magazines. A list should be sent to auditors of past HASI students, pcs and book buyers on the files. To prevent the HCO Franchise holders from having these names is a very short-sighted viewpoint. There is no shortage of people on this planet.

HCO services to Field Auditors are:

- I. Advertising.
2. Free OCAs and IQs and the marking thereof.
3. Technical bulletins and any data about the latest processes.
4. Lists of addresses of people on HASI files-also list of HCO Franchises.

Auditors should be informed in circular letters of the latest courses taking place in the Academy and should be encouraged to participate. They could attend the course during the Theory and Practice week at 15 gns a week to learn about case assessment and the latest processes.

Field Auditors should be informed that the 10% they are paying in is going to be spent in services for them. This is our way of disseminating Scientology.

Staff members are not allowed to run HAS Co-Audits while on staff. If they want to increase the unit or disseminate Scientology they should send as many people as possible to the PE Foundation in the HASI.

Now is our chance to spread Scientology more rapidly than ever before and thus clear earth.

Best,

HCO Continental Sec WW

NW:gh.rd

[Corrected by HCOP/L 18 June 1959, page 250.)

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 14 MAY 1959

Dist
CO and
Central

METHOD OF FINALIZING HCO FRANCHISES

Any auditor may be signed on an Interim or Temporary HCO Franchise.

A final, full Franchise may be issued only on the following routing:

The auditor has attended and passed:

I. The 2 1 st American

2. The LRH BScn/HPA course of 1959

3. Subsequent renditions of the 1959 BScn/HPA course or future ACCs, or

The auditor must attend a Central Org PE Foundation field auditor course under the specification and direction of the PE Director.

If and only if the PE Director passes the field auditor, the HCO Board of Review examines the applicant.

If the field auditor passes the exam, the HCO Secretary Continental passes the final Franchise on to HCO WW for issue.

LRH:mp.rd

L. RON HUBBARD

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

HCO POLICY LETTER OF 18 JUNE 1959

CORRECTION OF HCO POLICY LETTER OF 28 MAY 1959

The following are changes to HCO Policy Letter dated 28 May 1959, titled "To All HCO Franchise Offices". Under "HCO services to Field Auditors" should read:

2. The marking of OCAs and IQs.

5. The issuance of free HAS Certificates.

In any written data to Field Auditors it should be mentioned that the 10% paid into HCO is not for HCO, but is to be used in the dissemination of Scientology in the field.

The goal for running an HAS Co-Audit should be pointed out to the Franchise holders.

Goal: To run HAS Co-Audit courses in the direction of having the co-auditors attain the state of release, and so get their cases moving towards Theta Clear.

Franchise holders who are running an HAS Co-Audit group are entitled to a 30% discount on books bought from the HASI.

HCO Secretaries are requested to get in touch with all groups and to persuade them to sign Franchises.

L. RON HUBBARD by HCO Continental Sec WW

HUBBARD COMMUNICATIONS OFFICE

37 Fitzroy Street, London W.I

HCO POLICY LETTER OF 18 JUNE 1959

U.S. FRANCHISE HOLDERS

It has come to the attention of HCO WW that U.S. Franchise holders are not being properly served by Bulletins.

It is of paramount importance that HCO Bulletins and other services reach U.S. Franchise holders with the least possible delay.

The basic function in handling the activities of HCO Franchise holders is to give them bulletins, a service, and know how. One of the fundamental actions is to receive HCO WW releases and convert them locally for re-mailing to Franchise holders. The other function is to collect that 10% of the gross income from Dianetics and Scientology and forward it through to the proper terminal so that it can finance this activity.

Until HCO WW which is to say myself, and the large and very competent staff located in London can be completely satisfied that the HCO Franchise holder is getting everything he is supposed to get and that this highly successful activity goes through rapidly THE BULLETINS AND POLICY LETTERS OWING TO ALL U.S. HCO FRANCHISE HOLDERS WILL BE MAILED FROM LONDON BY AIR MAIL AND ALL COLLECTIONS FROM U.S. HCO FRANCHISE HOLDERS SHOULD BE MADE OUT TO HCO LONDON AND AIR MAILED THROUGH.

There is a great deal of information on the subject of running an HAS Co-audit course. It is vital that this information reach Franchise holders, both to improve their activities and to forward this general programme.

Therefore until we are completely satisfied that the information which is put out by HCO WW is reaching Franchise holders, and until we are satisfied that Franchise holders are responding, U.S. Franchise holders will be serviced by HCO WW, 37 Fitzroy St. London W.I. All cables should be addressed to:

SCIENTOLOGY, LONDON and arrive for the most part in my hands.

-The staff of HCO WW now includes HCO Saint Hill, which is shortly to be connected by tele-typewriter with most important Scientology Centres throughout the world.

The mission of HCO WW is to get the information out and to help those who help
US.

As the cost of air mailing bulletins to a large number of Franchise holders from this distance is *high*, it is sharply called to attention that these bulletins will be mailed only so long as their cost is defrayed by the prompt payment of 10% of gross income by Franchise holders.

HCO WW means to give service.

L. RON HUBBARD

LRH:mp.rd

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. 1

HCO POLICY LETTER OF 18 JUNE 1959
Issue 11

SERVICES OWING TO HCO FRANCHISE HOLDERS

An HCO Franchise Holder who has been given an interim Franchise is due the following services:

40% discount on all books and tapes.

All bulletins written by myself and PE Foundation HCO WW on the subject of recruiting and running HCO HAS Co-audit courses, answering personal questions and resolving difficulties.

World wide advertising campaigns.

Visits by trained experts in the handling of HAS Co-audit courses.

Checking out and issuing clear bracelets.

If at the end of a period HCO WW or Continental Offices are satisfied that the HCO Franchise Holder is making it, is paying his 10% regularly and is going over the top with his activities, the Franchise will be confirmed and other valuable rights will be assigned to the HCO Franchise Holder. If, however, royalty payments are laggardly, if use of the information is poor, if no real enthusiasm is shown by the Franchise Holder, no final contract will be issued and the interim contract will be cancelled. This contract is an extremely valuable item, since in the future it alone will carry the rights and use of rights of Dianetics and Scientology.

We have every hope that our HCO Franchise Holders will make it and conquer their particular zones and areas, but we cannot expect them to unless we give them all possible aid and assistance. Therefore, all HCO offices are alerted to the above and other conditions, and it is repeated that we in HCO are in the business of helping people to help others.

LRH:mp.vmm.rd

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 JULY 1959

US HCO FRANCHISE QUERIES

All letters from HCO Franchise Holders in the US should be acked by postcard on which is mimeoed:

Your letter concerning HCO Franchise matters is being forwarded to HCO World Wide, located at Ron's International Headquarters at Saint Hill Manor, East Grinstead, Sussex, England for answering.

Thank you.

HCO Continental US

It is forbidden for HCO Secs US to lay down or answer questions about policy until these matters are better understood.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 AUGUST 1959

To All US and
UK Franchise Holders

FRANCHISE 16Tos TO WW

This Policy Letter cancels all previous Policy Letters which you might have received referring to your gross weekly income from Scientology and Dianetics.

All 10%os are to be sent to HCO WW, Saint Hill Manor, East Grinstead, Sussex. This is directly to Ron and HCO WW who need your 10%os to disseminate Scientology in the field for you.

Do not send any IO%os to your Central Organization-send all IO%os to HCO WW,
Saint Hill, East Grinstead.

NW:brb.rd

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HCO Secretary WW
for
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 SEPTEMBER 1959

To US Franchise
Holders

MAILINGS

HCO Franchise Centres are growing rapidly in the USA. This is due to the auditors being interested, working with enthusiasm, and finally, keeping in excellent communication with HCOWW Saint Hill.

What HCO wants is activity in the field. We want Scientology to spread throughout the world, and each day it becomes more obvious to us that this is being achieved.

Those that are busy and getting on the road will receive bulletins and special mailings airmail. This covers about 98% of all auditors in the States.

The odd 2% will receive all data surface mail.
All large packages will go surface mail.

NW:brb.rd

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HCO Secretary WW

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 SEPTEMBER 1959

LTD
HCO Offices

HCO SECRETARIES

All auditors who are not certificated and who have signed interim Franchises should be handled individually.

Forbid advertising for them at all times. We want to be proud of our auditors being fully trained and qualified. Get them in for training before the permanent Franchises come out!

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HCO Secretary WW

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 OCTOBER 1961
Issue 11

Sthil

FRANCHISE POLICIES

Only those persons who have consistently remitted to HCO WW or to a Central Organization may now retain a Franchise in force. To this may be added only new persons (or old Franchise Holders now cancelled) whose new training guarantees a high reality on Scientology and a very advanced state of case.

Otherwise all Franchises are cancelled.

There may be no Franchises held for any fixed payment for bulletins.

There may be no Franchises held without consistent payment of royalty, allowing only a five months state of grace if the person is under competent training or processing, beforehand advised and approved by the Franchise Secretary.

Our key programme is

1. Bring Central Org. Service up to clearing level in HGCs and clearing techniques taught in the Academy, particularly to a point where confidence can be reposed by HCO WW that if a person is sent to a Central Org lie or she will be competently
 - (a) Sec Checked fully and ably on HCO WW See Cheek Form 3, last two pages, HCO WW See Cheek Form 6, in full.
 - (b) Have their goal and terminal located.
 - (c) Be competently run on Pre Hav Levels.
 - (d) Be competently trained on clearing in the Academy.
 - (c) Sent home with high subjective reality on Scientology, without withholds, and capable of clearing people.
2. Steer all potential persons or pairs to Saint Hill or a Central Org to have the above done.
3. Award or return a Franchise after we are sure the above has been done.
4. Service the Franchise Holder well.
5. Protect the Franchise Holder and his or her Franchise from all encroachment.

L. RON HUBBARD

LRH,jl.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 JUNE 1962

Central Orgs
Franchise
BPI

CURRENT FRANCHISE POLICY

Franchise Policy now is:-

Franchise for all who want it. Must be a valid HCA/HPA (minimal) certificateholder, have International Membership in force, and in good standing with the Org.

Weekly reports no longer mandatory. Reports need only be sent in when,~hey have something to report at which time they remit. Letters, however, always welcome. Reports sent in in duplicate, also letters with tech queries in duplicate greatly help in replying.

People who are active get all their mailings by airmails. Less active by surface mails.

No permanent Franchises but no expiry dates for Franchise-remain in force as long as in use. St Hill grads, however, more or less regarded as permanent and get airmail postings for at least a year, and much longer or ad infinitum whilst active.

Franchise-holders who don't know the current data will not expect to have; it all explained to them by Franchise See but be told to get retrained.

No great emphasis will be made-in fact probably none-on the need to form Franchise Centers as this will come about naturally.

City Offices will be established by Central Orgs.

It's up to Franchise-holders to make it worth while for Central Orgs to establish a City Office in their area.

No Training Courses allowed in the Field-only in Academies.

Reason: Inadequate facilities, and administratively difficult.

Elementary training OK privately for auditors.

No St Hill Briefing Course Tapes available outside a HASI.

All that is expected of Franchise-holders is to let their friends and business associates know of Scientology, to keep up to date, to audit and run elementary basic Courses (PE, HAS Co-Audit, Anatomy of the Human Mind) when they can, to keep in good corrund and good standing with the Organization and remit 10% of all Scientology income to keep the service and research going.

L. RON HUBBARD
by Robin Hancocks
HCO Franchise See WW

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 JUNE 1962

HCO Secs and
Assoc Secs only

RELATIONS WITH FIELD

Our whole Franchise policy is, and always has been, to keep the Field happy, give them what they want, and get in their 10 per cents so we can give them service. This is a direct quote from Ron's instructions to the Franchise Sec WW.

Your co-operation is requested to let this got into effect now.

We have Technical squared away-it is just a question of training auditors to apply it. So we shall shortly be facing a boom. We need to be well prepared for it and have our house in order.

It is essential to cut out any games condition with the field. Some individuals may be in a games condition with your Org. Is that any reason why your Org should waste time Q and A-ing by being in a games condition with them? No, skip them.

So as to be ready for the rush, your chief preoccupation at this time should be to get your Org into superb condition both technically and administratively. No extraordinary solutions are needed for this. The policy is there. Follow it and you'll win.

LRH:dr.rd

Issued by: Robin Hancocks

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HCO Franchise Sec WW
for
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 JULY 1962

Central Orgs Franchise BPI

**MIXING SCIENTOLOGY WITH VARIOUS
OTHER PRACTICES**

Any Franchise-holder known to be mixing other practices with Scientology, e.g. psychotherapy, naturopathy, chiropractic, Yogi, etc., etc., will have his Franchise cancelled and his certificates suspended. Examples: Using processing to "help" colonics, using chiropracty to run engrams.

This is a break of the Auditor's Code clause number 15:

Never mix the processes of Scientology with those of various other practices.

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L. RON HUBBARD
by: Robin Hancocks
HCO Franchise Sec WW

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 27 SEPTEMBER 1962

A RESUME OF FRANCHISE POLICY

Franchise is for all who want it. Must be a valid HCA/HPA (Minimal) certificate holder, have International Membership in force, and be in good-standing with the Org.

Weekly reports no longer mandatory. However, regular reports are appreciated, especially those. submitted in duplicate on the format set out. This greatly facilitates fast handling and replying.

Franchise Report Forms are available free of charge, in any quantity, from Franchise Secretary.

HCO is not greatly interested in each pe result of each Franchise-holder. HCO is far more interested in the *overall* effectiveness of each Franchise-holder.

Therefore, don't send voluminous pc reports to us.

However, for any outstanding results which you obtain which you wish to submit give a brief resum(5 of processes used, time spent, before and after profiles, physical changes, cognitions and anything you wish to include, and we will more than likely publish this.

For technical queries, use the Franchise Report Forms where possible, and in duplicate. If you wish to write a letter with a number of,technical queries in it, please do send the letter in in duplicate too. Reports and letters sent in duplicate receive top priority, and greatly facilitate speedy handling.

Letters are always welcome especially those of interest to other auditors and these will always, where possible, be published.

A group of Franchise-holders operating together are a much more effective unit than a lone-operator. No great emphasis will be made-in fact, probably none-on the need to form Franchise Centers as this will come about naturally.

The amount of activity you engage in, as a Franchise-holder, in your area will be up to you.

Franchise is for the part-time participant and the full time professional.

The Franchise-holders who are the most active and effective in their areas and who are doing a good job, who are up to date and who are sending reports in regularly will naturally get the best service.

These get all their mailings by airmail and get publicity as much as possible. Those on Franchise-Airmail are either Saint Hill graduates or students actively aiming for Saint Hill.

it is very helpful for Franchise-holders to have a Central Org or City Office in their area. City Offices will be established by Central Orgs. It's up to Franchise-holders to create enough activity and interest in their area to warrant a Central Org to establish a City Office there.

No professional course (HPAIHCA and above) or retread of any such course may be offered or run outside a Central Organization Academy. This includes the HPS (Hubbard Practical Scientologist) Course, as this is run concurrently with the HPA/HCA Course in an Academy. Saint Hill Graduates are not permitted to run professional courses or Class 11 or other special courses in the field.

Reason: Inadequate facilities and administratively difficult.

Elementary training is OK privately for auditors.

No Saint Hill Briefing Course tapes are available outside a **HASI**.

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.

One of the aims of being awarded a Franchise is to encourage the establishment of a stable datum in an area.

A very small percentage of Franchise-holders seem to have an inherent desire to go on whistle-stopping tours.

Unless officially appointed, itinerant Franchise-holders are not encouraged.

Also not encouraged are those who desire to promote themselves in every place but their own area.

Those who desire to go "walk about" or who desire to broadcast far and wide in order to get business, reveal their inability to be effective in their own areas.

No Franchise or Field Auditor should charge less for services than the Central Organization. They may, however, charge more.

No responsibility need be accepted and no legal help nor advice need be given where, on *investigation of* a complaint, it is found that an auditor has given auditing for fees that are less than those charged by the Central Organization for that area. In the event of pre-clear complaints in such circumstances, severe disciplinary action may be taken against the auditor concerned.

However, in the case of complaints against an auditor, if it is found that the auditor has conscientiously applied standard procedures to the best of his ability, and has not charged less than the recognized fee for the area, he may expect some support from the HCO, HASI and LRH.

Any Franchise-holder known to be mixing other practices with Scientology e.g., psychotherapy, naturopathy, chiropractic, yogi, etc, etc, will have his Franchise cancelled and his certificates suspended. Examples: Using processing to "help" colonies, using chiropractic to run engrams.

This is a break of the Auditor's Code clause number 15: Never mix the processes of Scientology with those of various other practices.

The use of advanced clearing techniques, unless closely supervised by fully qualified auditors (St Hill graduates) is hazardous and dangerous to the pc. One UK untrained in 3GA field auditor found using 3GA has had his certificates suspended. Running 3GA unknowingly is a highly irresponsible act, and finding and running the wren. goal could be fatal. Finding the right goal demands a highly skilled auditor with superb metering.

A Franchise-holder can be extremely effective with the data at his disposal and within his skills.

All that is expected of Franchise-holders is to let their friends and business associates know of Scientology, to keep up to date, to audit and run elementary basic courses (PE, HAS Co-Audit, Anatomy of the Human Mind) when they can, to keep in good comm and good standing with the Organization and remit 10% of all Scientology income to keep the service and research going.

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L. RON HUBBARD
by Robin Hancocks
HCO Franchise See WW

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 JUNE 1963

HCO Sees
New Franchise-holders
Franchise for info

A RESUME OF FRANCHISE POLICY

(Supersedes HCO Policy Letter of
27 September 1962 of the same title)

Who can have a Franchise?

Franchise is for all who want it. Must be a valid HCA/HPA (Minimal) certificate holder, have International Membership in force, and be in good standing with the Org. Must be situated outside a promulgated Central Org Control Area.

Franchise is not available within a promulgated Central Org Control Area. Auditors operating within a Central Org Control Area should see their HCO Area Secretary to arrange collection of bulletins which are readily available under the Interim D.O. Arrangements-details of which are available from all HCOS.

The amount of activity you engage in, as a Franchise-holder, in your area is up to you.
Franchise is for the part-time participant and the full time professional.

A group of Franchise-holders operating together are a much more effective unit than a lone-operator. No great emphasis will be made-in fact, probably norle-on the need to form Franchise Centers as this will come about naturally.

Airmail Facilities for Bulletins:

All HCO mailings are normally sent by surface mail free of charge to Franchise-holders. Those requiring airmail facilities will henceforth be asked to subscribe as below.

It is realized that lengthy delays sometimes ensue with mailings sent by surface mail and in order to obviate this for those who would like it otherwise, the following additional service became available as from 1st January 1963. (This does not affect the normal service of free of charge mailings of bulletins by surface-mail to those not affected by these delays.)

A subscription can be taken out in which the expiry date is always 31st December of each year.
The full year subscription is US \$ 12 or Z4. 4. 0 (sterling).

A subscription taken out later in the year-but always expiry date of 31st December-would be exactly pro rata.
For example, a subscription taken out in February for starting 1st March would cost 10/12 of the yearly subscription or \$10 or 0.10. 0 (sterling). A subscription taken out in August for starting 1st September would cost 8/12 or Z1. 8. 0 (sterling).

Hence, the rate is \$1 or 7/- (sterling) per month to be calculated from the date you want service to start, on exact pro-rata, to the 31st December of each year.

No subscription can be accepted for say a 3-month period in the middle of the year as this would entail an unnecessary load on record-keeping.

A weekly mailing from Saint Hill is made each Thursday to all Franchise-holders throughout the world. Payment should be made to HCO WW.

About Reports:

Weekly reports not mandatory. However, regular reports are appreciated, especially those submitted in duplicate on the format set out. This greatly facilitates fast handling and replying.

Whenever possible, please always use the yellow Franchise Report forms. These are readily available free of charge, in any quantity, from Franchise Secretary.

For technical queries, please use the Franchise Report forms also whenever possible, and in duplicate. If you wish to write a letter with a number of technical

queries in it, please do send the letter in in duplicate too. Reports and letters sent in duplicate receive top priority, and greatly facilitate speedy handling.

HCO is not greatly interested in each pe result of each Franchise-holder. HCO is far more interested in the *overall* effectiveness of each Franchise-holder.

Therefore, don't send voluminous pe reports to us.

However, for any outstanding results which you obtain which you wish to submit, give a brief resume~ of processes used, time spent, before and after profiles, physical changes, cognitions and anything you wish to include, and these will more than likely be published.

Payments to HCO WK

To avoid accounting difficulties, and to ensure prompt service, it would be appreciated if the following points are observed when money is sent to HCO WW.

I. All cheques, credit transfers, etc, should be made payable to:-

HUBBARD COMMUNICATIONS OFFICE

No other payee (i.e. HOD WW, Saint Hill Manor, Tech Materiel Secretary, L. Ron Hubbard, etc) should be used. Cheques should not be made out to individuals on WW staff.

2. Payments for books, E-Meters, badges and other materials should be made on a separate cheque. They should not be included in one cheque with Franchise payments, etc:- e.g. Franchise-holder "A" has a Franchise 10% payment of f 50 to make and also wants a book priced 51-. He should send one cheque for f 50 for the Franchise payment and another, separate, cheque for 5/- for the book.
3. Where payment is made corresponding to a particular HCO WW invoice please quote the invoice number when making payment.

If these simple points are observed it will greatly assist us in providing a quick, trouble-free service and thus help you.

Terminals for Franchise-holders at HCO WW and at Central Orgs:

Please see HCO Information Letter of 18 February 1963.

Some Policy Rulings:

No professional course (HPA/HCA and above) or retread of any such course may be offered or run outside a Central Organization Academy. This includes the HPS (Hubbard Practical Scientologist) Course, as this is run concurrently with the HPA/HCA Course in an Academy. Saint Hill Graduates are not permitted to run professional courses or Class II or other special courses in the field.

Reason: Inadequate facilities and administratively difficult.

Elementary training is OK privately for auditors.

Saint Hill Briefing Course tapes are normally not available outside a HASI.

Franchise-holders may, however, listen to these tapes at a Central Org for their own information, by arrangement with the HCO of their area.

One of the aims of being awarded a Franchise is to encourage the establishment of a stable datum in an area.

A very small percentage of Franchise-holders seem to have an inherent desire to go on whistle-stopping tours.

Unless officially appointed, itinerant Franchise-holders are not encouraged.

Also not encouraged are those who desire to promote, themselves in every place but their own area.

Those who desire to go "walk about" or who desire to broadcast far and wide in order to get business, reveal their inability to be effective in their own areas.,

No Franchise or Field Auditor should charge less for services than the Central Organization. They may, however, charge more.

No responsibility need be accepted and no legal help nor advice need be given

where, on investigation of a complaint, it is found that an auditor has given auditing for fees that are less than those charged by the Central Organization for that area. In the event of preclear complaints in such circumstances, severe disciplinary action may be taken against the auditor concerned.

However, in the case of complaints against an auditor, if it is found that the auditor has conscientiously applied standard procedures to the best of his ability, and has not charged less than the recognized fee for the area, he may expect some support from the HCO, HASI and LRH.

Any Franchise-holder known to be mixing other practices with Scientology, e.g., psychotherapy, naturopathy, chiropractic, yogi, etc, etc, will have his Franchise cancelled and his certificates suspended. Examples: Using processing to "help" colonies, using chiropractic to run engrams.

This is a break of the Auditor's Code clause number 15: Never mix the processes of Scientology with those of various other practices.

The use of advanced clearing techniques, unless closely supervised by fully qualified auditors (St Hill Graduates) is hazardous and dangerous to the pc.

A Franchise-holder can be extremely effective with the data at his disposal and within his skills.

Some General Points:

Always, please, separate your communications for different subject matters. Franchise 'and Books, for example, are quite separate departments. We have a rule in the Orgs: one subject, one despatch. If you will do this also, it helps greatly and obviates delays on your lines, too. (You can always place the different communications in the one envelope to save postage.)

Always, when sending in a report, please use the yellow Franchise Report in duplicate-rather than letters. This will really help speed your comm-lines here. (Franchise-holders are usually pretty good on both these above two points.)

The various types and categories of Franchise that used to exist for various reasons have all been dropped. For example, comparatively recently, there, used to be a special airmail list of Franchise-holders who received Class III material, but the need for these categories has fallen away. There is only one type of Franchise now and whether the Franchise-holder is receiving his bulletins by airmail or by surfacemail, everyone on Franchise gets the same bulletins.

In the USA and Canada, when you want to enquire about getting Church Incorporations this is the method adopted: You get your appointed lawyer to contact our lawyers. Our lawyers have been briefed and will advise your lawyer of all details. After documents have been submitted and passed by our lawyers, they are then submitted to HCO Continental USA who then obtains LRH approval and signatories. Documents are then returned to our lawyers who forward to your lawyer for filing in your State. Your lawyer's fees and our lawyers' fees pertaining to this particular incorporation are reimbursed by the new entity thus created, and thus you incur no personal expenditure. For particulars, write to HCO DC. This applies for all States in USA and Canada outside California. For California-write to HCO State HQs, Los Angeles.

All that is expected of Franchise-holders is to let their friends and business associates know of Scientology, to keep up to date, to audit and run elementary basic courses (PE, Co-Audit, Anatomy of the Human Mind) when they can, to keep in good comm and good standing with the Organization and remit 10% of all Scientology income to keep the service and research going.

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L. RON HUBBARD
by Robin Hancocks
HCO Franchise Secretary WW

[Cancelled by H CO P/L 20 March 1964, District Office & Org Control Area Policy Revised, page 303.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 11 MARCH 1964

Sthil Only
Franchise Sec
& Executives

FRANCHISE PROGRAMME

The Franchise Programme laid out in 1961 has not been changed. It was, is and must be:

1. Get all the HCAs/HPAs in the world on file at HCO WW;
2. Keep them advised about Scientology progress;
3. Give them a Franchise;
4. Coax them along;
5. Get them to Saint Hill for training;
6. Send them home more competent;
7. Build up centres in that way;
8. Collect all IO's consistently.

This programme works.

It must be consistently applied with good Admin and prompt comm and good

COMM.

LRH:gl.rd

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 MARCH 1964

Orgs
Franchise
US Field

CALIFORNIA FRANCHISE

*(Amends HCO Policy Letter of October 1, AD12
"The Plan for California")*

Henceforth, all California Franchise holders are to send their reports and IO's direct to HCO WW.

They are to discontinue remitting IO's of their Scientology and Dianetic incomes to HCO Los Angeles/California.

They need not report routinely to HCO Los Angeles/California, but may do so, if they wish.

This does not alter the fact that all California auditors, in order to practise in California, must be licensed by the Church of Scientology of California, and must have a Charter from that Church, as a Branch Church. Otherwise no legal protection or credentials can be extended to that auditor.

No auditor in California will be franchised by HCO WW without this charter and licence.

All California Franchise must be Ministers of the California Church.

The Church of Scientology of California may charge a fee for this licence and Charter, but may not request nor accept a percentage from California auditors.

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Issued by: Joseph Breeden, HGA
HCO Franchise Sec WW
for

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 JUNE 1964

Franchise

FRANCHISE

WHAT IS IT AND WHO MAY HAVE IT

Franchise is awarded to active, productive auditors only.

Up to now there have been very many auditors allowed to remain on Franchise who have not been very productive, or who did not remit 10% to HCO WW regularly.

This will no longer be allowed.

In order to retain a Franchise an auditor must do the following:

1. Produce case gains on individual preclears and co-audit preclears,
2. Produce well trained HAS and HQS certificate holders. (HQS only if a St Hill grad.)
3. Sell books.
4. Produce evidence of 1, 2 and 3 above by sending regular reports to the Franchise Secretary, HCO WW as requested; and by remitting a contribution to HCO WW consisting of 10% of income derived from 1, 2 and 3.

The amount of activity may vary from auditor to auditor, but the Franchised auditor is expected to *produce*. Franchise is reserved for the most productive auditors.

In view of this policy, a number of Franchises have been cancelled. Several of these are cancelled because the auditors failed to report or remit 10% loss, although they were busy auditing and training.

Any *classified auditor* may apply for Franchise. Application is made through the local HCO to the Franchise Secretary, HCO WW.

Franchise holders are mailed bulletins each week usually; are entitled to a 40% discount on books and tapes; may write the Franchise Secretary HCO WW for advice and consultation; may have a Franchise Certificate, and have priority on technical help and information from Central Orgs.

Franchise holders are the elite of Scientology Field Auditors and are treated as such by HCO WW.

Leading Field Auditors are only appointed if the appointee is Franchised. If an area has no Franchise holder, then it has no Leading Field Auditor.

Note: Where two or more auditors are working together, as in a Franchise Centre, each must individually apply for a Franchise if they each wish to have Franchise privileges. However, they may report and remit 10% collectively, as long as each auditor's name is included in the report.

Issued by: Joe Breeden
Franchise Secretary
for

LRH:jw.rd L. RON HUBBARD
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Authorized by: Mary Sue Hubbard

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 JANUARY 1965

Remirneo

FRANCHISE APPLICATION AND AGREEMENT

This Policy Letter is for use by all auditors wanting to take out a Franchise with HCO WW. The agreement forms the basis of the relationship between Franchise Auditors and HCO.

Three copies are required when making an application. These are obtainable from Area HCOs (who obtain their copies, airmail paper except UK, from stencil keeping Central Orgs). Three copies are required when making an application so that the Franchise Holder, the Area Sec and the Franchise Sec each have a copy for reference.

When the intending Franchise Holder has completed his parts of the three forms, they should be forwarded to the Area HCO and then to Franchise Sec, who will complete the lower part of the agreement and distribute copies to Area Sec and Franchise Holder. For an Auditor to be on Franchise he must be Class III or over, hold an International Membership and be in good standing with his Central Organization.

INTERIM FRANCHISE APPLICATION

I (~u'li nam*e'in*ca*pit*a'ls*) * * * * * ' * * * * * ' Mr./Mrs./Miss

of

(V~If postal address in capitals)

hereby apply for an HCO Interim Franchise.

My highest Scientology qualification is

My highest Class is

My International Membership is in force until when I shall see that it is renewed, and kept in force thereafter.

I am in good standing with the Central Organization.

Signed

Date

The above statements are true, and I approve of the above-mentioned being awarded an Interim Franchise.

4&6 Vr;a or .6ontinentai Secr'etar'y

Date

INTERIM FRANCHISE AGREEMENT

I Mr./Mrs./Miss
hereby agree to the following conditions on being awarded an HCO Interim Franchise.

I agree:-

- 1. To be active in the Field, disseminating and practising Scientology professionally, establishing myself as a stable terminal for Scientology in my area.
- 2. To maintain my own case and training at a high standard.
- 3. To maintain the Auditor's Code and the Code of a Scientologist.
- 4. To maintain good standing with Scientology Central Organizations.
- 5. To maintain my International Membership in force.
- 6. To remit 10% of my gross income from Scientology and/or Dianetics as my contribution towards research and World Wide dissemination.
- 7. To send in weekly reports of my activities to HCO Franchise Secretary on the standard form supplied by HCO WW.
- 8. To conform to Policies laid down for Franchise Auditors.

Signed

Date

Witness

I hereby certify that
has been awarded an HCO Interim Franchise as from and will be kept supplied with all Bulletins, Policy Letters and other mailings applicable to Franchise Holders, and will be given all possible technical advice and help from HCO to maintain a high effective level of technology in the Field in his/her area, so long as the conditions of this Agreement are complied with.

Signed

HCO Franchise Secretary WW

for L. **RON HUBBARD**

Date

Prospective Franchise Holder should write here the types of Scientology Activity he/she expects to engage in (i.e. individual auditing, training, co-audits, etc) so that this can be published against his/her name in lists of Franchise Holders.

L. RON HUBBARD

I Amended and reissued 14 January 1970, same title, in the 1970 Year Book; cancelled by HCO P/L 11 May 1971 Issue IV, *Mission Application and Agreement*, page 296, which also cancelled 14jan.'70.j

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 JANUARY 1965

Remimeo Franclii~

Franchise:

WHO MAY HAVE IT AND HOW TO MAINTAIN IT, AD 15

The Franchise Programme has been a part of the broad, public dissemination of Scientology for a long time now, almost six years.

The purpose of this programme is to build up a really fine group of professional auditors practicing and disseminating Scientology in the field, professional auditors who could help carry out the goals, aims, and ideals of Scientology and who could in the practical aspects of training, processing, and like activities, help other people to higher levels of awareness and beingness.

To accomplish this purpose we had to ensure to the Franchise Holder and to the general public that they would get the very best data and technical information with which to succeed, the dissemination and help of Scientology relying wholly on technical working in the hands of those who apply it, not just those who are closely supervised in it's application, but in everyone's hands.

So we had to provide the service of seeing that this technical information was relayed as fast as possible each week on established communication lines; that there was someone to answer and handle the natural queries that result from new technical information; that the general public be advised throughout our various magazines that these Franchise Holders were the elite corps from whom the best technical could be expected in the field; and that we could do everything possible to promote the activities of the Franchise Holder through advertising, technical information, and administrative advice.

In return for such information and services, we ask that ten percent of the weekly gross income of the Franchise Holder be sent, along with a weekly report, to help defray the expenses involved, to help pay for the advertising and to help pay for the research involved in the development of new technology.

Thus a two-way flow is maintained with affinity, reality, and communication.

New promotion and a new technical bridge have been originated to increase even further the effectiveness and reach of our Franchise Holders. This new promotion and new bridge, via the training and processing levels, will bring about more success and more wins and more people.

To cope with this forward reach and progress, we would like to ensure that those who are now Franchise Holders will continue to be Franchise Holders in the future and to ensure that the members of Franchise Holders are increased.

First, let's review the definition of a Franchise Holder: A professional auditor, with a classification to Level III or over, who practices Scientology full or part time for remuneration, who conducts processing and training privately or to groups, whose understanding and experience of Scientology is sufficiently broad for him to be publicized to others as a stable terminal, who has signed a Franchise Agreement, who receives Bulletins, Policy Letters, advice, advertising, technical information, services and administrative data from HCO WW, and who, in return for same, maintains

regularly a weekly report and a weekly payment of ten percent of his gross income to HCO WW.

Contained in this definition are all the agreements which create the reality of the communication flows and which help to maintain affinity in common purpose and understanding.

The administrative actions which we engage upon to maintain the Franchise programme are much more complicated and time consuming than the fifteen or thirty minutes (and even less, in the case of some very efficient Franchise Holders) required to write out a supplied report form and check (cheque), but this difference is made up in the hours and time devoted to handling, processing, and training people by the Franchise Holder.

We would like to see in the future more Franchise Holders, and Franchise Holders so busy and successful that they need to hire someone to file their report to HCO WW, to enroll all the people, to answer the' telephone, and to keep that over-full appointment book.

The future of the Franchise Programme is bright. Let's keep it that way by maintaining the agreements upon which it is founded and by gathering together new members with the same aims and goals.

L. RON HUBBARD

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[Modified by HCO P/L 20 April 1968, Franchise, page M.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Gen Non Remimeo
HCO Dissem Sec
Dist Sec
Mimeo
Registrars
Tech Pets
Qual Pets

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 authorized 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.

LRH:wmc.rd

L. RON HUBBARD

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[modified by HCO P/L 20 April 1968, *Franchise*, page 278; amended

ALL RIGHTS RESERVED by HCO P/L 18 April 1970 Issue 111, Tapes, Volume 2-page 227.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 28 MAY 1965

Gen Non Remimeo
Franchise

DISTDIV(6)

FRANCHISE COURSES

Franchise may teach the following Courses:

Beginning Scientologist Hubbard Apprentice Scientologist Hubbard Qualified Scientologist.

They may not (and were never authorized) to offer classification or classed courses such as Level 0, etc.

The deadline of Jan 1, 1966 that would have ended their courses is herewith removed.

To teach an HQS Course the Franchise holder must have an excellent presentation of the course and materials.

All Scientology courses must have check sheets, even BS and HAS.

They may charge for these courses.

They must not imply such courses are Level courses for classification or a substitute for proper Academy training.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East GTinstead, Sussex
HCO POLICY LETTER OF 31 MAY 1965

Gen Non Rernimeo
Franchise Holders
Franchise Officer Hat

DISTRIBUTION DIVISION

FRANCHISE SUMMARY OF POLICY

Franchise is now under HASI Saint Hill the Distribution Division (Division 6), Department of Field Activities (Department 16), Franchise Section and is under the direct supervision of the Franchise Officer, the title Franchise Secretary being abolished.

All Franchise Holders now in good standing may retain their Franchises. Being in good standing consists of the Franchise Holder submitting weekly reports to the Franchise Section and paying their 10% the week it is received. Franchise Holders not doing so are removed from the Franchise List and all privileges are cancelled.

Franchise Holders receive weekly mailings from Saint Hill and advices and special book discounts.

Franchise Holders may teach certain courses, as permitted years ago, the HAS and HQS of those times. For a short while Academies taught an HAS and HQS course and these courses became *level courses*. This was after they had been allowed as non-level courses to Franchise Holders.

Despite any apparent change, the Franchise Holder may still teach these NON LEVEL HAS and HQS courses as first arranged years ago. These are no longer Academy Level Courses. NO FRANCHISE HOLDER MAY CALL HIS COURSES "LEVEL ZERO or LEVEL ONE". The Level Zero and Level One Courses are now HRS and HTS. The Franchise Holder was allowed to teach HAS and HQS and is still allowed to teach HAS and HQS. He has never been allowed to teach Level 0 or Level I Courses. A confusion on this by the former Franchise Secretary has been discovered and corrected. LEVEL means an Academy Course.

To these we now add the BEGINNING SCIENTOLOGIST COURSE. This is the first, lowest course. It is the old PE Course. It is not a Level Course.

According to the Classification Gradation and Awareness Chart there are four certificates below Zero. One of these is by book (the HBA) and is therefore not taught but Scientology books and use of them can be recommended. The other three, BS, HAS and HQS are taught. HBA is not required for HQS.

Thus a Franchise Holder should teach from one to three courses. Beginning Scientologist, Hubbard Apprentice Scientologist, and Hubbard Qualified Scientologist.

The texts of these are fairly well known.

THE BEGINNING SCIENTOLOGIST

The BS Course is all evening PE, covering the Problems of Work and stressing *how people need* Scientology being in a mess and their need for Change. It has no auditing. Just data. The people should understand the words used or they will wander off. So use a *few* principles, define *every* word, review the principle and definition *often*. DON'T teach any definition by agreement. It loses people like water through a sieve, according to actual data of attendance. The best BS Course hammers the few simple principles contained in Problems of Work, page by page from the actual text read to the students with pauses for their examples. Teach from *this* text only, not from "live lecture". Read the book page by page and assign work from it. The student is also given the 13 basic words for vocabulaxy as between session study assignment. Few data, lots of quantity about them, lots of examples. And stress that knowledge of them can change things and that people are in bad shape and that change is needed. IF THE PEOPLE CAN'T APPLY THE DATA TAUGHT IN THEIR DAILY LIVES, IT IS NOT A BS COURSE. A BS Course is now taught from this one text. And remember to tell them it *isn't* a level course, or an example of an Academy Course.

THE HUBBARD APPRENTICE SCIENTOLOGIST

This is another data course. It has *no* auditing connected with it. It is *not* a Level Zero Course and must never be called so as no Franchise Holder was ever given the right to teach any Classification Course.

It has two courses, really. The first course runs for a week or two of evenings-at least nine evenings or three week ends. (This time can be doubled if you wish.)

The "Theory" part of the Course consists of a painstaking coverage of "The Original Thesis" page by page. It is gone over with great thoroughness and no word is left in doubt in the student's mind. You will find this book has far more data and appeal at this level than any other. It defines the mind and without it, a lot of students are left adrift.

The method of teaching is by reading a part of it and defining every word in it and asking the class to give examples of it in life. And then how the principle can be applied.

Using just this one text and covering *it* thoroughly will get you further than trying to go to glory on "live lecture" and tapes and all that.

The text itself must be possessed by the student ' as well as a dictionary and the student must keep a notebook of words he has defined and axioms and his examples. He gets his pass on his notebook. (PE can be taught the same way.)

(The Original Thesis will be available much later reprinted as a Scientology text, by changing the word Dianetics to Scientology in it.)

The HAS has a second stage course called the Practical Course. It is taught in another 9 evenings or 3 week ends. (This time can be doubled if you wish.)

It uses the TRs to teach people to Communicate. Between evenings, or week ends the class is given assignments of observing examples in the world around them of principles taken from the Original Thesis.

Note that there is *no* auditing. You will lose more people if you try to get a co-audit going than if you don't.

However, at this stage you carefully teach them the usual assists published from time to time.

You make them show you they *can* do them. You *don't* have a class auditing period in which to do them.

When they've mastered their TRs and done lots of examples of principles in the Original Thesis and mastered Assists, that's that.

THE HUBBARD BOOK AUDITOR

If a student wishes he can have his HBA instead of his HAS if he will submit 3 assists he has done successfully.

The application may be through his Franchise Holder.

THE HUBBARD QUALIFIED SCIENTOLOGIST

The first stage of this course (Theory) is the same length (minimum) as the 9 evening or 3 week end HAS. It can be doubled in time.

Its texts are Dianetics: Evolution of a Science and Dianetics: The Modern Science of Mental Health. (These will be reissued as Scientology texts and edited much later but meanwhile they serve.)

There is *no* auditing on the Theory Course and no co-auditing as we know it on any part of either one, Theory or Practical. Therefore the auditing part of Dianetics: The Modern Science of Mental Health is not covered in the Course. Thus Book 3 is omitted (page 165 on).

These texts are read to the students and clarified. Examples are asked for. The student must learn to *think* in these principles.

As in all courses the texts must be in the student's hand in class as well as a dictionary.

When these texts are completed, the Theory Course is over.

The student now enrolls in his HQS Practical Course. It is the same length as the Theory Course.

The Practical Course consists of the Body Steering Drill, the old Body Mimicry Process (where "auditor" and "pc" sit across from each other and the commands are

hand signals which are answered by the same hand signal and the command is repeated by the "auditor" until it is duplicated by the "pc".) There are no other processes allowed and neither "auditor" nor "pc" may speak.

A feature of this Course is Group Processing. Tapes of the Group Processing I have given Congresses are being made into records or are available as tapes. They are not the Tone 40 processes. The students as a body do these Group Processes from the tape.

They purchase copies of the old Group Auditor's Handbook and after a lot of processing by tapes they then learn how to Group Process.

They finish up their course capable of doing Body Steering, auditing by mimicry as above, and being able to do Group Processing. .

They should realize as well that Group Processing brings people up out of their engrams and that awareness is thereby increased.

When they can do this, they are terminated from the course.

The Franchise Holder will find that teaching people Scientology without following along the track of research and books gives people loses. DO NOT teach these students without books in their hands and *read* at them, don't try to live lecture it.

The principle here is entirely *this*, the student will get his biggest *case* gain from data and is most likely to become a problem if students co-audit.

In 1954 I taught a whole ACC without permitting any auditing amongst the students and GOT A HIGHER AVERAGE GRAPH CHANGE THAN ON ANY PREVIOUS ACC. The *entire* gain was from data carefully taught and my lectures!!!

Group Processing was *very* successful at these lower levels and it forms a good group spirit.

Do NOT try to use these courses only to get pds. You will soon cave in from overwork and that will be that. You won't have courses *or* pes. I ran a pilot on this via a Franchise Centre co-auditing and getting pcs and auditing them, and the activity eventually folded up for the above reasons.

Send the pcs to your nearest org for commission and keep running courses.

AUDITING

The Franchise Holder can audit the occasional easy pc, of course. But beware-it looks like easy money. But it soon caves the place in. Every moment spent auditing is time one isn't promoting. Individual practice *killed* psychoanalysis.

One auditor or a team of auditors in one place; teaching courses and promoting makes a solid future. Auditing individual pes without a whole org to back you up never will.

DATA GIVES A HIGHER CASE GAIN THAN STUDENT PROCESSING.

CHARGES

Charge what you arrange with your Continental Director. DON'T charge for "An HAS Course". Charge for the "HAS Theory Course" and then charge for the "HAS Practical Course". Same with HQS, get two fees for an HAS and two for an HQS.

Don't pretend these are Academy Level Courses. Send your people for the Zero HRS to an Academy for commission.

FIELD STAFF MEMBER

You cannot afford not to be a Field Staff Member, your centre cannot exist long without a place to send pes and upper students and you can't survive unless you just promote and handle small courses. The second you try to go into too many actions you will spread too thin, your delivery will worsen, your lack of promotion will cave you in.

DURATION OF FRANCHISE

You may have been told "Franchise was to be cut out." This was not true.

The Franchise Holder will do best who builds up his area, gets a lot of people up to HQS in it, sends some off for training to an Academy and gets them back well trained to help out and when big enough, convert to a City Office.

DATA

The data outlined above, taught from the book, will be found sweepingly successful-tens of thousands travelled that road. If they don't travel the data road they won't have a clue. And data at these levels is safer case gain than student auditing of students. Assists and Group Processing done well, are safe to put in these students' hands and from them they'll get results. Group Processing was seldom explored for all its uses. Raw meat loves it. And in the files I have huge numbers of people who list under "What auditing have you had?" "Ron's Congress Processing" like it was a 50 hour intensive. Good group auditing is good!

TAPES AND RECORDS

You can have all kinds of tapes at these levels. They are being made, a lot of them into records. Hi Fi phonograph equipment is ordinary.

Beware of bad quality reproduction of lectures. It is deadly. Students go to sleep on poor quality, are bright and happy on good quality reproduction by actual test.

You can give public tape plays all you want. Don't skimp reproduction quality.

BOOKS

You can buy books at a good discount and sell them to your students at a profit. Discounts are announced from time to time.

New texts will be coming someday, covering the exact ground as above. But don't wait for them.

Don't underestimate the effectiveness of teaching from a book. The data in these books needs no amplification or interpretation. It's there.

Don't try to teach Level Zero or Co-audits or prebeld the qualification is greater than it is. Don't bar the door by skipping essentials. Data may be interesting to you only if it's high level. But you aren't trying to interest you-you are trying to interest the public for whom these books were written.

ETHICS

Your nearest org will help you with Ethics. Ethics exists to get technology in. If your course has a suppressive in it you'll have a hard time and lose your students. So don't fool with it. Use Ethics Codes. Only then can you get tech in in your area.

You are saving your students from sickness and death. Don't let a suppressive do them in before they can be salvaged.

If you teach them as above and put their feet on the road, enough of them will make it to salvage the rest when the few get further across the bridge.

We're dead serious about this.

The Franchise Holder is a vital part of the bridge. It's open now. Help crowd them across it.

L. RON HUBBARD

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**SECRETARIAL EXECUTIVE DIRECTOR
Office of L. Ron Hubbard**

SECED 67 SH

Sth August 1965

FRANCHISE TRANSFERRED TO DIV 6

Franchise is transferred to Division 6, the Distribution Division.

In addition to Deputy Director of Field Activities, Mary Skelton is also appointed Franchise Officer.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 AUGUST 1965

Remimeo
Franchise

CERTIFICATION OF FRANCHISE STUDENTS

In order to ensure that Franchise Auditors are able to get their students certified for Beginning Scientologist, Hubbard Apprentice Scientologist, and Hubbard Qualified Scientologist, a Franchise Auditor is permitted to make an Attestation as to the competence of the students as regards their practical and theory work as laid down by policy covering the above named courses.

Such Attestations are to be sent in to the Director of Examinations of the nearest Central Org and are then passed by that post to the Department of Certificates and Awards for making out and mailing of the certificate to the student.

The nearest Central Org may charge for such service.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 SEPTEMBER 1965

Gen Non Remimeo
Franchise

CURRENT POLICY-FRANCHISE
(**Preserved** policy from former Policy Letters
which have been cancelled)

Stable Franchise Centres are expected to become City Offices, and other Franchise Holders are expected to build stabilized Centres toward the end of becoming City Offices. Those not doing so may become individual Field Staff Members.

FRANCHISE BECOMING CITY OFFICES

Successful Franchise Centres may become City Offices on application if their record and activity as a Franchise Holder is adequate.

The requirements of a City Office are (a) corporate regularity by which is meant their incorporation must be passed up and in accordance with policy, (b) adequate premises, (c) the presence of a full time HCO Area See, (d) training of someone in org administration at their Central Org.

MEMBERSHIP SALES

No Franchise Holder may sell memberships. Memberships may be sold only by City Offices or Central Orgs.

All Membership money received by a Central Org or City Office must be paid into the HCO Book Account of that office and this money is used for dissemination. Salaries and general org bills may not be paid from the HCO Book Account.

Franchise Holders receiving requests or monies for membership must forward the matter to the Central Organization, referring the requests and sending the money in its entirety.

Franchise Holders who are Field Staff Members may, however, select members and receive FSM commission on such selections.

A Franchise Holder should advise memberships as he will receive the benefit of it directly, membership monies being invested mainly in advertising of books and assisting his own sale of these as well as bringing other indirect benefits.

FRANCHISE HOLDERS MUST CHARGE CENTRAL ORG PRICES

Franchise Holders must keep to the scale of processing fees announced by Central Orgs for each year, These are precisely calculated.

L. RON HUBBARD

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(Note: The original PLs, now cancelled, from which these were preserved, are in Volume 3, Price *Engram* section, pages 91-136.)

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 SEPTEMBER 1965

Gen Non Rernimeo
Franchise
Post Public
Bulletin Boards
Sthil Students

FRANCHISE AWARD OF MERIT

As Part of the programme to promote Franchise, and to reward those Franchise Holders who have done well in the Field, a special Franchise Award has been introduced. It consists of an invitation to come to St Hill for a free briefing on how to give a Release check and rehabilitation, and to be released by Power Processes to 2nd Stage at 50% discount.

To qualify for the award, the Franchise Holder will have to fulfil the following requirements:

1. Send in reports and I O's every week.
 2. Income from 1017os received must be over \$300 or F 100 per month for a three month period.
 3. They must have a good record with St Hill.
- The award will be announced every three months.

For the six month period to 1st September 1965 the following have qualified for the award:

VIRGINIA AND ALLEN KAPULER, LAS VEGAS

ALLAN AND JOY WALTER, DALLAS

JOHN AND MILLIE GALUSHA, COLORADO

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 SEPTEMBER 1965
Issue III

Gen Non-Rernimeo

**CORPORATE NAMES
GROUP NAMES**

The only corporation that may use the word "FOUNDING" in its name is the FOUNDING CHURCH OF SCIENTOLOGY OF WASHINGTON D.C.

Any other corporation in the USA or elsewhere including the word "Founding" in its name must change it by Board resolution, filing name change correctly before relevant authorities.

No group or congregation, etc, incorporated or not, may use the word "Founding" in its title. Any such existing shall change their name in accordance, with this policy.

LRH:ml.rd

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 OCTOBER 1965

Gen NonRernimeo Franchise Qual Secs Review Personnel

**RELEASE CHECKS FOR
FRANCHISE PRECLEARS**

It has been brought to my notice that with the new grades of Release, preclears of Field Auditors may have to make repeated journeys to their local Orgs for a check and rehabilitation.

To surmount this problem the following policy is introduced:

When a Franchise Auditor works a long way from his nearest Org, he may audit a preclear on the next level above that on which the preclear has been released, up to the highest level consistent with his class.

When the auditor can continue the pc no further, he may then send the pe in for a check and rehabilitation on each level released.

In the case of a Class III auditor, then, he would:

1. Audit the preclear on 0 processes to a free needle.
2. Audit the preclear on level I processes to a free needle.
3. Audit the preclear on level II processes to a free needle.
4. Audit a preclear -on level III processes to a free needle.
5. Send the preclear in for a release check and rehabilitation on Grades 0, 1, 11, III.

In sending the preclear in to an Org, the following steps must be followed precisely.

1. Send the preclear's folder in advance with a note stating which grades the pc has attained, and requesting a time that the pc can appear, to the Dept of Review, Dept 14, Div 5.
2. The auditor receives a letter stating the time the pe is to appear.
3. The auditor then hands the letter to the pc, who presents it at the appointed time to the receptionist.

WARNING

Do not, however, allow a preclear who has reached a free needle on a level go around for a long time without being checked as it makes for by-passed charge.

The above rundown will keep our lines smoother and make for faster results.

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[Cancelled by HCO P/L 20 April 1968, *Franchise*, page 278.1

SECRETARIAL EXECUTIVE DIRECTOR
Office of L. Ron Hubbard

SECED 162 SH

4th November 1965

Applies to Dist Division, Saint Hill and of interest to
Dissem Sec and Dir Reg SH

FRANCHISE ORDERS
(Issued after HCO Exec Ltr 3 Nov 65)

The following orders now apply to Franchise with full priority.

Carry out the 1962 Franchise Programme which is:

1. Get all HCA and HPA names and addresses.
2. Issue Franchises broadly.
3. Get the Franchise Holder to Saint Hill for good technical training.
4. Provide a Franchise Programme for those persons when trained.
These orders are amplified as follows.
 1. Get all names of WAS and HPAs possible.
 2. Issue Franchises to them in conjunction with FSM status, making commissions exempt.
 3. Re-issue every Franchise ever held by locating all evidences available at Saint Hill such as old invoices, etc. Exclude only SPs and persons Dead Filed for cause.
 4. Get every Franchise Holder not yet trained at Saint Hill to Saint Hill and trained. (Responsibility for this is the Franchise Officer's but Dir of Reg can help but is not held for results, the Franchise Officer is.)
 5. Design and Provide a good, attractive programme and excellent services for Franchise Holders. Make it, even better for those trained at Saint Hill. In short make two types of Franchise Service—those untrained at Saint Hill and those trained at Saint Hill (I will have to pass on these two offerings before actual issue).
 6. Give actual excellent service and answer up fast and helpfully on all Franchise enquiries.

Note the high percentage of Franchise income derived from auditing and realize that when those pcs are up the grades they have to come to Saint Hill for Power Processing and the Solo Auditing and Clearing Course. Make it worthwhile by separate FSM Commissions on each of these for the Franchise Holder to benefit by it.

Ease off plugging orgs so hard in Distribution and start plugging Franchise Holders. Plug orgs only in Dissem.

Ease off trying to force draft Franchise Holders into City Offices. Sust cease to mention it and treat Franchise as itself. Heading them toward City Offices has not been profitable and only four weak offices have resulted at a cost of almost knocking out Franchise. So talk of Franchise as having status that does not have to change to a City Office~

Develop new status for the Franchise Holder. Erase confusions since 1962.

Note that many Franchise Holders were trained at Saint Hill despite the partial breakdown of the 1962 programme. These must begin to get superior service at once.

The goal here is to get Franchise Income well above income from outer orgs; FAST~

It might even be considered that Franchise is paid for by flat yearly payments rather than commissions. This would be based on average collections from better Franchise Holders per annum in past years and applied to all. Non-trained could be charged a higher fee, an "untrained premium" "due to difficulties and expense in properly advising persons not Saint Hill trained". This last is merely a suggestion. The rest is an order.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 APRIL 1968

Rernimeo
Franchise Holders

FRANCHISE

(Cancels HCO PL 21 Oct 65 "Release Checks for Franchise PCs"
Modifies HCO PL 13 May 65 "Sale of Bulletins and Tapes Forbidden"
Modifies HCOB 28 July 59 "Our Goals"
Modifies HCO Pl, 2 Jan 65 "Franchise Who May Have It and How to Maintain It")

The Franchise Programme was first introduced in the early part of 1959. Since that time some changes have been introduced. With the stabilisation of our technology it becomes possible also to stabilise the Franchise Programme.

The original aim has not been altered. It is simply, to Clear Earth.

Clearing a large population in our lifetimes is quite within reach.

If each Scientologist were to contact 3 people per year and bring them into Scientology we would Clear this Planet within ten years. So it is time we got down to business.

All HCAs and HPAs and above, not on Org Staff are to be issued with an interim Franchise which they are to ratify within 14 days. Failure to do so will result in the revocation of the Franchise.

Franchise Holders are expected to do one or more of the following:

Run BS, PE, HAS, DCA, HQS, Anatomy of the Human Mind Course, or HDA

Course or process to the Level of their classification (Class VI or VII may only audit to Level IV of course).

The exact plan for a Center is this:

1. Sign an interim Franchise
2. Run Basic Courses
3. Process to the Level of their training, keeping up with own training at the Local Org
4. Keep a good Level of activity for some months, selecting Students and Pcs for training and processing in the Local Org, St Hill and AO.
5. Get trained to Class VI at St Hill
6. Take out a permanent Franchise
7. Progress towards clearing the area, by getting as many trained in the Org as possible and getting them set up in new Franchise Centers.

It's a tough Planet so we'd better face it and measure up to it. Use the Local Org to keep Ethics in in your area.

But the First step is to say "I'm going to Clear (the Continent)

and start telling people. And moves that don't aim that way are dispersals.

The easy part is getting people on our side. You've heard it said "everybody is a Scientologist-some haven't cognited yet". The tough part is to keep everyone pointed toward the goal.

So a Scientologist should say first to himself "I'm going to clear (his Continent) and then tell others "We're here to clear -" (his Continent).

Then work on the above programme and we'll do it easily. It is only essential we keep the goal before us and cooperate. We are not here to play games with each other. We're~ here to Clear Earth.

So all we ask of a Franchise Holder is:

1. He must send in 10% of his weekly income (apart from booksales and FSM commissions) from Scientology and Dianetics to the Church of Scientology of California (WW Org) each week.
2. He must abide by the Code of a Scientologist and the Auditor's Code and the Policies governing Franchise.
3. He must charge at least the Continental charges.

In return, the Franchise Holder:

1. Receives the Franchise starter pack consisting of the Policies relating to Franchise.

2. Receives for a small fee technological materials, consisting of the packs of star rated materials up to the Level of his Classification (or Class IV-which ever is least) and any new Bulletins up to that Level will be mailed within a week of issue.
3. Receives service for his individual wants from the Franchise Officer WW. This may include issue of single copies of past Bulletins which concern current unclassified technology to their level, past Policy Letters giving useful info on administration, Ethics handling, the public or promotion *which contributes to the expansion of the Franchise*. These may only be supplied where a genuine need is demonstrated. Such are for use by the Franchise Holder only. More than one copy of HCOBs or HCO PLs will only be sold and then only where these are for a recognised Course (or recognised process: e.g. List 1).
4. Receives a pack of special Bulletins and Policies relating to instructional technology.
5. Receives the materials of Staff Status 1 and 11.
6. Is appointed an FSM for his local Org, St Hill and World Wide.
7. Receives materials such as fliers for Courses which he earl use to disseminate with (these may be charged for).
8. May, if desired, purchase free dictionaries for issuance to his Students and Pes. He must however, send in the names and addresses of all those receiving such dictionaries with a properly filled in standard Application Form to St Hill.
9. An interim Franchise Holder may not run S & Ds, Green Forms or Rehabs unless authorised to do so. On completion of a Grade, the Franchise Auditor attests that the correct phenomena have been obtained for the Level and gets the Pc to attest that he has attained that Grade of Release, Both attestations are sent to the Local Org with requisite fee and a Certificate is mailed for that Grade to the Pc. Attestations for all the Grades may of course be sent in all at once.
A similar system exists for Certification of Students on Courses. All that is required is an attestation from the Supervisor and the Student that the Student has completed the requirements for the Course. A Certificate will then be mailed to the Student for the nominal Fee charged by the Org for this service.

If a Student or Pc cannot attest, they are routed to the Local Org for Review services. The penalty for false attestation is the assignment of a Condition of Liability on those so attesting. In serious cases the Franchise may be revoked. The assignment of such Conditions may only be done through the Franchise Officer WW. Help in Ethics may also be obtained from the Local Org.

10. Receives 40% discount on all books valued at more than S 1.25 (6/- sterling) but receives discount on tapes and individual meters solely by virtue of memberships held. 10 or more meters may be purchased at 50% discount. Bulk orders (200 or more) of any book may be placed with 50% discount.
11. He may not have his own FSMs selecting to his own Center for profit. FSMs are for Orgs. He may however teach the Dissem Course to his Staff or Students. He must send in the names and addresses of those who buy books or receive service for the first time to an Org. These people will then receive the Area Mag, Continental Mag and "The Auditor" and be offered a 6 month free International Membership.
12. He may *not* audit or train Org Pes or Students or the Pcs or Students of another Franchise Center within 2 years of the Pc terminating at that Org or Center *unless* the Pc or Student cannot now attend that Org by virtue of emergency *or unless* the person wishing to take processing or training can obtain permission in writing from the Local Ethics Officer that he may do so. Such permission may be obtained after the fact, but if the action is found to be unwarranted Ethics action *may* result. Such notifications will enable any Ethics outness in either the Franchise Holder or the Student to be remedied. A copy of any Ethics Report made by a Franchise Holder should go to the International Ethics Officer via the Franchise Officer WW.
13. Receives weekly mailings by surface mall (airmail maybe paid for if desired).
14. He may give disagreement checks to his Staff if so qualified.

Those who remain inactive or who fail to send in 10% payments will have their Franchise revoked after one year.

We are out to Clear Earth, therefore we can't afford to carry the inactive at the expense of the active.

The Local Area See is informed at 1st Jan each year of all those who have a Franchise in force. These lists may be publicised. Only such and those appointed in the meantime may receive discounts and other privileges of Franchise. The Franchise Holder and Local Org are expected to keep in good ARC with each other (see HCO PL 19 Mar 68 "Service").

Those who earn consistently More than \$500 per month and who intend to continue their Franchise activities indefinitely (or become an Org at some future time) and who are SHSBC Grads Class VI, may be granted a permanent Franchise. A Franchise Holder who qualifies through his statistic may be so appointed immediately on completion of the SHSBC.

A permanent Franchise Holder in addition to the above privileges:

1. Receives the Org Exec Course at 50% discount and the Minister's Course at 50% discount.
2. May run Rehabs and S & Ds if desired.

It is held that those to whom a permanent Franchise is issued, have sufficiently good tech to handle these services. This right will be revoked in the event that abuse of these services occurs or statistics decline subsequent to this right being granted. They must inform the local HCO of the names and addresses of those who have had S & Ds in their Center. They also forward attestations from the Pc and auditor that the Pc is no longer PTS. Disconnection Letters must be sent to the Ethics Officer of the nearest Org for inspection before being mailed, the disconnection letter being stamped and enveloped properly for such so the Ethics Officer needs only to inspect it and post it.

Green Forms may not be run unless the auditor has been trained in Review actions in an Org. Normally a Franchised auditor will find which of the 6 things (which can be out on a Pc) are out (HCOB 13 Sept 65 "Out Tech") and act accordingly.

3. May offer services to Junior Franchise Holders by way of tuition on the premises of either himself or the junior and may charge for these services or receive return services from the junior during tuition.
4. Receive the weekly mailings airmail (as do Orgs on the mailing list).

All Franchise Holders are subject to our Ethics system as are all Scientologists. Franchises are reminded that Ethics exists to make Tech possible. Hence, where tech is in, Ethics isn't interested, but where there is squirreling, ARC broken Pcs, squabbling between Franchise and Orgs, statistics down, Ethics will become fascinated. Therefore keep the goal in mind, and work towards achieving it. The high statistic Franchise Holder is a valuable being, it is his actions as an FSM that keep Scientology expanding (along with others).

If this programme is followed closely we'll soon Clear Earth.

Mike Davidson	Franchise Officer WW
Nada Shultz	Public Activities See WW
Kevin Kember	Qua] See WW
Brian Day	HCO Area See WW
Tony Dunleavy	Public Exec See WW
Anne Tampion	D/HCO Exec See WW
Allan Ferguson	Org Exec See WW
Ken Delderfield	LRH Comm WW
Joan McNocher	D/Guardian WW
Mary Sue Hubbard	The Guardian WW

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for
L. RON HUBBARD
Founder

[Note: "Since we can now handle all types of cases disconnection as a condition is cancelled."-LRH HCO P/L 15 November 1968, see Volume 1, page 489.]

tThe above 20 April '68 Pol Ltr was modified by HCOP/L 8 July 1969, *Franchise, Who May Have One (Extension)*, page 282, then later cancelled by HCOP/Ls10 May 1971 Issue It, *Mission, Basic Definition Of*, (see page 299) and 20 September 1971 Issue 11, same title, page 299, which revised 10 May '71.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 FEBRUARY 1969

Distxib
Divs 8
Franchise

MATERIALS TO FRANCHISE

All orgs are to make available to Franchise Holders those HCO Policy Letters and HCO Bulletins which HCO Policy Letter of 20 April 1968 "*Franchise*" ENTITLES THEM TO HAVE.

They are to be charged for. Recommended price is 2/6 sterling or 30 cents US or equivalent per copy. This may be reduced at the discretion of the Executive Council of the Org for multiple copies where more than one copy is authorized by policy or for packs, not less than 1/-per copy.

Starter packs and weekly mailings to Franchises are still issued from WW.

Tony Dunleavy

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CS-6, Public Aide
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 APRIL 1969

FRANCHISE SECTION WW

The Franchise Section WW continues at WW in the same format as previously and is placed directly under the Distribution Secretary WW.

In other orgs the franchise functions of the org exist in their respective sections and exist in the three departments of the Distribution Division VIII in accordance with HCO Policy Letter of 29 January 1969 "Public Divisions Org Board Revised" and the purpose of these functions is to back up the Franchise Section WW by expanding Franchise activity in the org's own area.

The Franchise Section WW is headed by the Franchise Officer WW. It contains Franchise Communicators and is to be expanded as required to properly service Franchise needs.

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Tony Dunleavy
CS-6 Public Aide
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 MAY 1969

Remimeo
Franchise

CRAMMING SECTION - SERVICE TO TRAINED AUDITORS

The Cramming Section 'teaches students what they have missed'. This includes Trained Auditors who wish to be brought up to date on current technical developments.

A Field or Franchise Auditor wishing to up-date his technical data may do so in the Cramming Section of any Org qualified to teach his level of Training.

The Director of Exams may determine that the Auditor is missing too much data, such as a whole course, to handle in Cramming and route the Auditor to the Tech Division for retraining. Cramming does not teach full Dianetic, Academy or SHSBC courses.

The line of keeping Tech in the area up to date and standard is indeed a Qual hat. It is also a source of steady Qual income.

"New" courses are of course taught in Tech.

Rodger Wright	-	Chairman Ad Council WW
Jim Keely	-	Qual See WW
Bruce Glushakow	-	HCO Area See WW AD COUNCIL WW
Edie Hoyseth	-	HCO Exec See WW
Allan Ferguson	-	Org Exec See WW
Tom Morgan	-	Public Exec See WW
Rodger Wright	-	LRH Comm WW
Leif Windle	-	Policy Review Section WW
Jane Kember	-	The Guardian WW

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for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo
Franchise
Dianetic
Counselling
Groups
Gung-Ho Groups

HCO POLICY LETTER OF 8 JULY 1969
(Modifies HCO Pol 20 April 1968, "Franchise")

FRANCHISE, WHO MAY HAVE ONE (EXTENSION)

For the purpose of running a Dianetic Counselling Group a HUBBARD DIANETIC COUNSELLOR may have a franchise. They will receive HCOBs up to their level plus policies relevant to operating a Dianetic Counselling Group.

A Dianetic Counselling Group is expected to have several staff including a Scientology Auditor of at least Level IV.

Any Dianetic Counselling Group to run an HSDC, must apply for and obtain a Franchise. They must of course have an HDG.

Clive Whittaker	-	D/Franchise Officer WW
Jim Keely	-	Qual See WW
Rosalie Vosper	-	HCO Area See WW Ad Council WW
Anne Tampion	-	HCO Exec See WW
Allan Ferguson	-	Org Exec See WW
Tom Morgan	-	Public Exec See WW

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Leif Windle - Policy Review Section WW
Jane Kember - The Guardian WW
for
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Founder

[Cancelled by HCO P/L 28 April 1970, The *Dianetic Counselling* Group Programme, page 390.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 NOVEMBER 1969
Issue 11

Rernimeo
Franchise
Franchise Hats
Public Officers

FRANCHISE GRANTS OR CHARTERS

Since the earliest days of Franchise, a Franchise Grant is awarded **only to ONE INDIVIDUAL IN ONE AREA.**

There are no floating Franchises or combined Franchises in accordance with long-standing policy.

A Franchise Grant is a right to use the name approved by Franchise WW in a single area by an individual in that area.

It is for a period of good usage and remains valid only if its IKs are paid regularly. That too is long-standing policy.

Business and profit Corporations are not granted Franchises.

A Franchise is now regarded as a MISSION of the church run by a minister of the church and bears non-profit status.

An individual in that area may file the name as a "business name" but must take needful stops to ensure that non-profit status is not compromised.

Running a Franchise under a name other than that granted or for other use than Dianetics and Scientology services can cause a cancellation of the Franchise and withdrawal of the name.

An individual may sell his Franchise to another providing that other is going to operate it and be as a person in that area. The Franchise may not be sold into any network for non-resident management.

The proper US term for the type of company is "corporate sole" meaning an individual in whom the property and funds of a social or religious group is invested. The "corporate sole" is a person who is a custodian of the funds and property of the group. This type of "corporation" is permissible in Franchise.

Several trustees may combine in a board and register their Franchise as a church or religious association or an association or society of which they are the board. This has been done in the past in various areas.

Anyone receiving a Franchise or who holds an active Franchise as of the date of this policy letter should rearrange his or her Franchise status to comply with the above or with any additional requirements as may be specified by the Deputy Guardian for Legal, C of S, Worldwide,

All Franchises which are not in good usage or which have been in any way irregular in their 10% tithe to the mother church are cancelled by this policy letter and must be re-applied for to Franchise WW.

Any Franchise found to be in conflict with this policy letter but is in active use

and has regularly paid its tithe to WW should be regularized with Franchise WW and Deputy Guardian for Legal WW who have full authority to effect satisfactory resolution of any difficulties within the meaning and spirit of this policy letter.

The work and activity of Franchise holders over the world is appreciated and it is realized that both time and money have been expended and that many Franchises have value and assets. No orders have ever been issued by any Scn official to compel or coerce any Franchise holder into any network or compel percentages to any individual or group other than the Franchise holder in the area for which the Franchise was granted and such arrangements are frowned upon as depriving the Franchise holder of the benefit of his Franchise and compromising the good of the community.

The actual persons running a Franchise in an area and who are in that area are the persons looked upon by the church as the Franchise holders and actual custodians of the Franchise name granted to that area. These, if any irregularity of status (as per Franchise tradition and this policy letter) exists should contact the nearest Central Org or Franchise WW to regularize their status and have their existing Franchise and name cancelled and the Franchise reissued in a new title by WW so that it will be fully valid.

Any monies given to Franchise holders or arranged to "buy the Franchise" should be considered a loan and should be promptly repaid to the donor. Franchises should pay their debts and be solvent. The Mother Church is not responsible for their debts but solvency is in the interest of good public relations.

(This policy letter has been issued at the request of the Deputy Guardian for Legal WW to resolve the many irregularities in Franchise status now existing.)

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 NOVEMBER 1969

Rernirneo
OES Hat
PES Hat
Franchise Hats
Franchise

Issue II

PROMOTION AND MOTIVATION

Many promotional methods have been used in Franchise Centres. These would have to be studied in very successful franchises such as the old Las Vegas centre when it was under Kapulers. (His write up on this is available from Franchise WW. Applying the same principles the Kapulers' Franchise in Sparks, Nevada is currently booming.)

The heart of Franchise is the FSM programme wherein the Franchise has its own FSMs. (FSM = Field Staff Member.)

No Org or Franchise centre ever got anywhere with "covert selling" wherein they somehow pretend not to be Scientologists but to sell covertly. Also no Franchise ever got anywhere "not quite agreeing with Ron"-the public leaves them alone in droves as we know by numerous tests. Centres which "knock Ron" or the Sea Org or Sen orgs vanish after awhile because the public holds them in contempt.

There is no substitute for being an honest part of the team.

MONEY MOTIVATION

The weakest motivation is money. People and businesses that are motivated only by money are wobbly people.

A primary cause of Franchise failure is money motivation.

The scale of motivation from the highest to the lowest is

Duty - Highest
Personal Conviction
Personal Gain
Money - Lowest.

Money is important in the world. But it is the grease on the machinery, not the motors. In a society which has lost its patriotism and pride, money will be found as a primary motivation. True, one is in trouble without money and it is a crime in the eyes of the society to be without money. But one also needs dirt to grow things in and yet dirt cannot be said to be the primary motivation for living.

So money is a tool, a gas tank. It is a MEANS of getting something done. It is no valid end in itself.

Thus a Franchise motivated only by money will eventually fail. For it depends more on the good will and personal conviction of Scientologists and the public than it does on cash. Thus there will come about a ridge between a money motivated Franchise and a public motivated by personal conviction or even personal gain. The potential agreement between the centre and the public is therefore a disagreement. The Reality, the R, is out and so the ARC is out and so there is an interruption of flows.

A centre or an org must flow out service, help, wisdom, useful data. These strengthen personal conviction and result in personal gain for the public. Processing is a personal gain that leads to personal conviction. Money therefore flows back in AS A MEANS OF KEEPING THINGS GOING. As you will see on the above scale money is junior to personal conviction and personal gain and so is dominated by them or vanishes when personal conviction or personal gain are absent. Money flows poorly when motivated only by money. Look at bankers. Ever try to get a loan? And if you did, were. you ever sorry you borrowed?

Health, ability, immortality on the first dynamic are personal gain, gains never before attainable. They are so rare they are almost beyond price.

On the 2nd, 3rd and 4th Dynamics, the social advantages of Dianctics and Scientology add up to personal conviction.

The public understands that an org or centre must have money to keep the wheels

going. They look on anyone using such wisdom and tech only for money with a kind of horror. They see it as an invalidation or a declaration that the material is worthless.

The public even understands an org or centre needing or having a lot of money only so long as money is used to improve the product, spread the word, provide facilities and support the people doing the work.

Such service as training, processing, publications, administration and management take an awful lot of money.

An expert survey once done at SH left the surveyors who had costed what was needed to deliver processing wondering how we ever did it.

A full psycho analysis covering five years cost a decade ago £9000! Yet we furnish far more and far more lasting a result for 5500. And all the processing we have to sell all the way costs far less than \$9000 much less pounds. It costs about \$75,000 to educate a psychiatrist who can obtain no good result. For \$500 or less we can train an HDC who can run rings around any commic psychiatrist on the planet. And all the training we can give wouldn't cost 85000.

One of the reasons these services cost as little as they do is no org ever had to pay the research costs. I paid them. And a couple years ago I forgave 131/2 million dollars owed me by orgs for real finance and service contributions. So whatever the enemy may say, the material was not developed only to make money. And so it can't be sold or managed only to make money. So it tends to make me and the public and almost all Scientologists a bit nauseated when we get a profit of BIG PROFITS to be made in Scientology.

One is usually paid less than he is worth, excepting of course politicians, bankers and thieves and con men. When people are paid more than they are worth they don't last long.

Therefore to obtain operating funds you have to give real service, real training, real wisdom. You have to lead the field toward personal gain like health and personal conviction, like a better society. If you lead very well and actually deliver you will be paid proportionately and will have security and longevity. You have to be interested in what the clientele is interested in, not only in their pocketbooks.

Psychiatry and psychoanalysis cannot survive except on government dole. AS individual practitioners without grants, salaries and supports, they generally fall on their heads. The public won't support them since they represent no deliverable personal gain and certainly an adverse personal conviction. Thus their real income is as government hatchet men.

But a brief survey of psychiatric and psycho analytic students at a university showed they were motivated almost wholly by money.

There are many ways then that a franchise or an org can mis-promote. They are all contained in failures to serve and failures to enhance personal gain and personal conviction in the field and public or demonstrations that their money is not used to support the upper dynamic goals or support people who give service.

Franchises have a common fault of trying to run with too few people. With only 2, 3 or 4 people they can't really give full service. They are parasitic on the research, publication, PRO area control, ethics and activities of orgs to provide all their local services. So they appear to make more money per capita. Only by supporting and selecting to higher orgs do they contribute enough to justify their existence.

Org staff members, particularly those of the Sea Org, are motivated by duty as well as personal conviction. And they far and above do the best job. One of the infamous prophets of profit will never know how close he came to getting slaughtered in one org when he said to its staff, "Any auditor worth anything at all can make 8 1,000 a week in the field." He never realized how he had his values crossed up-or how close he came to getting clobbered for his lying invalidation. We unfortunately have seen a half a dozen of these fellows in the last two decades. They are always totally puzzled as to why they get a cold shoulder from staff members. And these fellows, being only motivated by money and unable to get any higher, never have seen that they are talking to people whose motivations are far higher.

There is nothing wrong with having lots of money. There is everything wrong with having no money.

But to work only for money is the dreariest thing there is, very short term indeed.

Thus Franchise (and org) PRO is governed by providing real service leading to personal gain and personal conviction and visible evidence that all monies are used to provide those services, improve them, maintain them and support those who in turn serve. This happens to be the truth of it.

The public does not require us to be poor. In fact they require us to be solvent so that we endure. But they do require (and so do we) that the motivation is service, the improvement of service, the support of those who serve and a better world.

Thus, particularly if you care to read HCO Pol Ltr I I Nov 69, we have SOLVENCY as a MUST in this society. But we also have MOTIVATION. One is paid FOR carrying out the general motivation of an activity. He can be paid very well for it indeed. But only if he carries out the real motivation.

Solvency for the sake of solvency cannot be achieved because one is not paid only because he is solvent. One is paid for strengthening and carrying out the *service* one is paid FOR.

If you are going to be paid as an org or franchise it will only be because you are strengthening and serving individual and social motivations, not because the org or franchise wants to be paid.

Some muddle headed misinterpretation of this is not only possible but probable. If money is a poor motivation then obviously, someone may say, one should reduce prices or never make any charge at all.

But THAT solution we find is so bad that people who do not contribute money and get free service do not in fact accept it and can't have it.

Further, the whole service would vanish and cease to exist and that TOTALLY violates motivation on all the dynamics.

No, the solution is to charge whatever the traffic will bear because one serves the motivations of personal gain and personal conviction. But in charging for it, DELIVER.

DELIVERY then is really more important than payment to the public.

Thus an org or franchise must deliver services that definitely serve personal gain and personal conviction. Wisdom, facts, auditing, training, leadership, worthwhile programmes and targets, smooth admin, good ethics, support for those who serve and facilities for service, *these* are the first consideration of an org or franchise and what is stressed in promotion and what is delivered in meetings, lectures, courses and auditing rooms. We CAN and do deliver these.

Given normal promotion of these services and good back up of the promotion, finance ceases to be a vital point. The org or franchise makes money, is solvent and well supported.

Give good promotion and service and your price list is taken for granted.

Direct positive corrective interest in all service flubs or failures is itself good promotion.

The high hysteria the wog world gives finance and solvency and the necessity to keep pace with it is an evil with which we live. Working ONLY to "make good" within that hysteria is an hysterical action.

We have and do achieve excellent financial stability due to the dedication of our accounts people and despite a very woggy wog world.

But we live to serve. And we do it well.

L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 NOVEMBER 1969
Issue III

Remirneo
FES Hat
Franchise Hats
Franchise
Holders

FRANCHISE PROMOTION MUSTS

The following data was isolated as the Key things done by the Kapulers in their highly successful (highest Franchise stats ever) Las Vegas Franchise and which are being done in their new equally successful Sparks, Nevada Oust outside Reno) Franchise.

It is noteworthy that Stanley Richards the all time record continuous attendance PE Course lecturer used almost exactly the same lecture approach and that all really successful PE and public lecturers do this exact public lecture approach. Successful Scn lectures so consistently use this "exact-data" approach that it should be policy.

Instead of Pol Ltrs and HCOBs, Stanley Richards used chapters or parts of chapters from Scn and Dn books-which makes it very easy to sell the book used also.

Here is the Kapuler rundown, followed by four notes written by Nikki Freedman who was also there at Las Vegas and is now in the SO.

It is notable that the 1950 to 1963 period is absolutely loaded with lectures and papers and tapes never heard by the public.

THE WINNING APPROACH

This is for the Franchise auditor who wants to have a *consistent* good flow of new business and *consistent* benefits of the quarterly Franchise Awards of Merit.

Over the past four years I have enjoyed just that. This is one of the main factors why:

ALL LECTURES ARE DONE OFF AN LRH HCOB OR HCO PIL. Even the first Introductory Lecture. When I walk to the front of the group that I'm going to talk to I take a bulletin and an abridged Scientology dictionary. The bulletin is read line-by-line, words are defined, two-way comm is invited (two-way comm with small groups under thirty people. Over that I skip the two-way comm). I then talk on the major points of the bulletin giving examples from life and push for the GIs-and am willing to quit 30 minutes early when the GIs are in.

"Evidences of an aberrated area" is a very fine PC producer. "Anti-social individual" has been a big winner. "Supreme test of a thetan" produces people who want training. "Overts, what lies behind them" produces cogs, GIs and paying preclears.

This approach keeps LRH as source. That is a big help to you. It's just like auditing. LRH supplies the data. You apply it to the point of GIs and bail out.

Auditing for a living is very lucrative, in terms of money made and loyal friends and personal satisfaction. Use the *straight* LRH data to disseminate with-then use the *straight* LRH data to audit all them new PCs with-and you have got it made.

SEND OUT A MONTHLY PROGRAMME OF LECTURES. Include 2 Free

Introductory Lectures a week, plus a monthly topical series of lectures-such as a 6 lecture Study Series, 2 a week for 3 weeks. You can always include one "Special" tape play a week.

After an Intro Lecture, direct everyone to the Book Store. Make sure each new body buys a book. You can use the last 5 minutes of your lecture time disseminating Problems of Work, Fundamentals of Thought, New Slant, etc.

HOLD MONTHLY FSM MEETINGS. Hand out the pertaining FSM policy to the people, and explain the FSM Programme to them. Before you close the meeting, give each person a couple sheets of paper and envelopes, so they may write out their applications to the nearest Orgs, AO and SH to select people for them. You even mail the letters for them! **AT THIS MEETING, EXPLAIN TO THEM THAT THEY MAY SELECT EVERY PERSON THEY BRING INTO SCIENTOLOGY,** and that if they have not done so in 2 weeks, the Franchise will select them. This chance for them to make some money creates a terrific body and money flow for the Franchise.

ENCOURAGE YOUR STUDENTS TO BUY BOOKS IN QUANTITIES OF FIVE AND SIX AND SELL THEM AT WORK AND AT HOME. If they have Memberhips, they get their books from you at a discount, so here's more cash for them.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 NOVEMBER 1969

Rernimeo
PES Hat
Franchise Hats
Franchise Holders

LEGAL ASPECTS OF MISSIONS

This policy follows from HCO Policy 10 Nov 69 "FRANCHISE GRANTS OR CHARTERS", and gives the exact steps to be taken with legal significances and reasons by anyone who runs or wishes to open a Mission.

The first step is to make an Interim Franchise Application (per HCO Policy 1 Jan 65 "FRANCHISE APPLICATION AND AGREEMENT") to the Franchise Officer WW. This is merely a request and has no other significance.

Upon the application being accepted by the Franchise Officer WW, and the proposed name approved by Issue Authority WW, the Church of Scientology of California, as the Mother Church, will issue to the individual making the application, a Charter, in the following form:

MISSION CHARTER

This CHARTER is granted to by the Board of Trustees of the Church of Scientology of California, and Mother Church, upon his/her or their application submitted in accordance with the rules and requirements set down by the Church and having been found meritorious, to found the Church of Scientology Mission of which may be known also as Scientology or Scientology Centre to present and propagate the religion of Scientology as founded, and as it may be further developed by L. Ron Hubbard to the end that any person desiring participation or participating in Scientology may derive the greatest good of the increased spiritual awareness of his eminent and immortal soul and of forwarding and enhancing its external activities in the material world through application of the Church's religious guidance and ministration.

And to this end, to recognise the spiritual leadership of L. Ron Hubbard in the faith known as Scientology, and the need of this Mission for his continuing spiritual guidance in its religious and educational endeavours, and to recognise the Church of Scientology of California as the Mother Church, and the need for such Church's continued guidance in its religious and educational endeavours.

And in furtherance of such objects and purpose, to conduct religious services for men, women and children of its congregation and engage in other activities of a religious and educational nature for the propagation of its Faith. The purpose of such activities shall be to foster the spiritual welfare of its members, recognising the vital and divinely appointed interrelationship of mind, body and spirit of mankind.

And in the belief that Man's best evidence of God is the God he finds within himself, and trusting with enduring Faith that the Author of this Universe intended Life to thrive within it, to espouse such evidence of the Supreme Being and Spirit as may be knowable to Man and by their use and dissemination to bring a greater tranquillity to the State and better order and survival to Man upon this planet, in accordance with this Cre~d:

(Here follows the Creed)

This CHARTER is granted and shall remain in force as long as its grantee shall remain a Scientologist in good standing with the Mother Church or until he surrenders his Charter to the Mother Church (which shall not be otherwise disposed save with the consent of the Mother Church), to the end that he might do all such acts as are necessary or convenient to attain the objects and purposes herein set forth, not for profit, but for the proper ministration of his Mission, his congregation and Scientology as herein laid down and as further explained in the

Articles and Bye-laws of the Mother Church and in the policy of the Mother Church issued under the hand of the Founder, L. Ron Hubbard.

The Mother Church shall not be liable and the Mission shall indemnify and otherwise

discharge and hold harmless the Mother Church of any and all manner of liability or litigation arising from its activities.

The Mother Church shall, in pursuance of the purposes herein set forth, but without any legal or other liability attaching thereto by reason hereof, foster, assist and support this Mission, in the achievement of the purposes and aims of Scientology as founded, developed and expounded by L. Ron Hubbard.

This Charter gives official authority to the individual who receives it to conduct a Mission in the area specified. It does not confer any *liability* on the Mother Church but it does confer upon the individual a *right* to practise Diancties and Scientology in his area. This right is granted by the Mother Church by virtue of authority given it by L. Ron Hubbard, sole owner of the materials and copyrights of Dianetics and Scientology. The right is dependent upon good usage, regular remittance of tithes, and the continued good standing of the grantee.

The grantee then has authority to run his Mission. He may file the name of the Mission as a "business name", but not if by doing so his non-profit status is compromised. The local Legal Chief can give advice on this if needed.

The grantee may also incorporate his Mission as a "corporate sole" which means that the Mission is permanent and continuous and can survive a change of personnel in charge of the Mission. It also means that non-profit status can be easily obtained. This step can be taken in the United States, and the D/Guardian for Legal U.S. will advise on the legal steps necessary.

The third possibility is that several persons, who have been granted a Charter, may combine as a Board of Trustees and register their franchise/mission as a Church or religious association or society of which they are the Board. The corporate documents necessary are called Articles and Bye-Laws of Incorporation. The form of these documents is obtainable from the D/Guardian for Legal U.S., in the U.S., and from the D/Guardian for Legal WW, for anywhere else. Upon receipt of these documents, the trustees file them with the local Registrar of Companies or its equivalent.

The significance of incorporation, as a corporate sole or as a religious corporation, is this-the corporation is itself a separate legal entity apart from the individuals who serve it. So that the individuals may change but the corporate entity continues. It also means that legal non-profit status can be obtained.

The difference between a corporate sole and a religious corporation with 3 trustees, is merely in the number of people who serve the Mission in the capacity of trustees.

Where the grantee of a Charter wishes to move on and hand his Mission to another person, the following points should be noted:

1. He cannot sell his Charter
2. He cannot sell a corporate sole
3. He cannot sell a religious corporation.

What he can sell is the MEST and assets which he owns and which he has been using to run the Mission. These are his property. He does not own his Charter, nor does he own any of the materials of Dianetics and Scientology. But he can sell what he owns, which is the MEST and assets which he has been using to run the Mission.

The distinction between the individual and the Mission may be summarised thus:-

Individual	Mission
1. Receives a salary.	1. Non-Profit.
2. May move on without the Mission folding up, provided handed over to another franchise-holder in good standing on OK of Franchise	2. Perpetual.
	3. Profits are for the benefit of the Mission not personal gain.

Officer WW.

3. May lend or rent mest owned by him to the Mission.
4. Any mest owned by the Mission itself may not be sold for personal gain.

4. Must keep his own property separate from the property of the Mission.
5. Is conducted as a trust for the benefit of the people in the area.

The following conditions therefore pertain-

1. Every franchise-holder will be issued with a Mission Charter, which regularises his position with the Mother Church. The Mother Church here acts as an agent, under authority from LRH, who owns the materials and copyrights.
2. Some franchise-holders will then incorporate as a corporate sole or religious corporation, and then will be a separate permanent non-profit legal entity, which will stabilise Scientology in the area. The Mission is run as a 'trust' for that area, which is why its trustees are so-called.

C.B.B. Parselle
D/G for Legal WW
for
Jane Kember
The Guardian WW
for
Mary Sue Hubbard
Controller
for
L. RON HUBBARD
Founder

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Saint Hill Manor, East Grinstead, Sussex

CenOCon HCO POLICY LETTER OF 10 FEBRUARY 1970
Franchise Officer WW
Franchises
Gdn WW
DIG Legal WW **FRANCHISE, MULTIPLE OWNERSHIP**

If a Franchise holder wishes to start or buy a second or further Franchise, consent is required in writing from the Franchise Officer WW, Guardian WW and CS-6.

Any such second Franchise or further Franchises must be in the form of missions or as directed for that country by the Deputy Guardian for Legal WW.

Permission to own and operate more than one Franchise is based:

1. On the number of selections to official orgs by that Franchise holder's individual Franchise.
2. A good record of 10% sent to WW.
3. An absence of failed cases or inadequately handled cases from that Franchise.
4. An absence of anti-org enturbulation.
5. Good relations with Franchise See WW.
6. Good and co-operative relations with the Guardian Office and its branches.
7. Good and co-operative relations with the Sea Org and CS-6.

In the past, some of these points have been violated by a Franchise chain and one was so unwise as to do its recruiting for staff by invalidating official orgs and spreading false reports to cause disaffection.

It is an operating principle of official org management to help Franchises to survive and there is no objection to their making good money or having influence. It is only required that the action be reciprocated by the Franchise.

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L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 APRIL 1970

Remimeo

LEGAL - INCORPORATION OF MISSIONS

IN THE U.S.

MODIFIED

Franchise Officer, U.S., Carol Campleman, is currently in the U.S. with orders to regularize the status of all U.S. Missions. INCORPORATION OF U.S. MISSIONS IS *OPTIONAL*.

The reason for this is that unregularized but expanding U.S. Missions are vulnerable, particularly along tax lines. Several Missions have received unwanted governmental attention (1) because they are more vulnerable than orgs (2) because they are expanding and noticeable.

Therefore it is now policy that Missions in the U.S. be non-profit Missions.

L. RON HUBBARD
Founder

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[Note. Originally issued by D/G Legal WW on 24 February'70, the above issue has been modified by making *incorporation optional*.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 APRIL 1971
Issue 11

Remimeo

MISSION DESIGNATION

In the United States, the word "franchise" whose original meaning was "right or privilege", has become associated in common usage with mere commercial or business activity. Since the Church is not, and never has been concerned with that type of activity, this word will no longer be used to describe its religious field activity.

From this date, any legally chartered Scientology field activity will be properly designated only as MISSION OF THE CHURCH OF SCIENTOLOGY.

Robert H. Thorrias
Deputy Guardian US
for
Jane Kember
The Guardian WW
for
Mary Sue Hubbard
The Controller
for
L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 1 MAY 1971

Rernimeo Franchise Office Missions

CENTRE MAGAZINE POLICY

The publication "Centre" magazine is hereby authorized for issue by Franchise Office WW to field and Missions. It is issued quarterly.

Purpose: The purpose of the magazine is to help Ron establish new Missions and get existing ones active and expanding.

It contains feature news photos of Mission personnel in action, and of Mission Centres. Articles concern successful actions or good applications of tech in dissemination or administration and show how Missions are changing their environments with Scientology.

The main feature is an LRH article (tape transcript, HCO B, HCO PL marked "Franchise", "Missions", "FSMs", or "BPI") of definite application in dissemination, auditing or training.

MOTIF: THE ROLE OF A MISSION: RAW PUBLIC, GET THEM IN AND UP THE LINE TO ORGS.

Emphasis is placed not on the latest and greatest but on the early time proven successful programmes, tech and policy. Each issue has its articles, advertisements, editorials, etc, implementing the motif throughout the issue.

The editor of the magazine is the Franchise Officer WW. The format and masthead of the magazine are simple. The size is A4 (1 IV x 8 1/4"). It is an offset litho item, not a mimeo. The mag can be 8 to 16 pages.

Publics: The mag is circulated by Franchise Officer WW to Mission staffs and field auditors.

Directors of Clearing in each org are sent a few dozen copies for them to relay to field auditors, Scientology groups or Dianetic Counselling groups, with whom they are in good comm.

A mission receives one copy of the magazine for each trained staff member. The articles, or extracts thereof, may be read to Mission students and pes, or reproduced in the Mission's newsletter, as is desired by the Mission Director, as it will be found that some materials are of public interest also.

LAYOUT

- I Front Cover-name of magazine as headline, number of issue and volume with date and a picture of some Centre or Mission activity.
2. Inside Front Cover is an editorial pushing activity on the role of a Mission, selecting, selling books, auditing and training.
3. Pages 1 and 2 are devoted to LRH photo and article interspersed with a few ads as described below.

4. Back pages are devoted to Mission news, successes, wins, "Mission Award of Merit" winners, and are interspersed with ads to buy and sell books, get trained, audited, deliver and select. There is a column of "personal ads and notices" for technical and admin aids (but not for training and processing) and ads for needs may be placed by Orgs, Scientolo.-ists, Missions and businesses, but only as personal column items, for a fee.
5. Part of the Back Cover must have a drawing of the Bridge to Total Freedom if 8 pages. If issue is 12 to 16 pages, all the back cover is used for the Bridge.
6. An insert of a Mission application form that a person can fill in to apply for a Mission with the Franchise Officer WW is in every issue.
7. The fees for these ads may be used only to finance the magazine. Any extra printing or production costs above these fees is borne from the PES A/C WW.

D/Distribution Aide for L. RON HUBBARD Founder

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HCO POLICY LETTER OF 9 MAY 1971

Rernimeo
Franchise Office
Missions

MISSION CLOSURES

There have been a few instances in which a Mission has closed down unbeknownst to F/O WW or the Dist Aide. Some of these closures have resulted in misunderstandings and upsets, both on Scientology lines and in the field.

Therefore effective as of this date, no Mission of the Church of Scientology may be closed down or merged with any other Organization or Mission without full written approval from the Distribution Aide Flag.

D/Distribution Aide for L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 11 MAY 1971
Issue IV
(Cancels HCO PL I Jan 1965 and HCO PL
14 Jan 1970 of similar title)

**Rernimeo
Franchise Office
Missions**

MISSION APPLICATION AND AGREEMENT

This Policy Letter is for the use of all Auditors seeking to operate a Mission. The agreement forms the basis of the relationship between mission executives and WW. The agreement is always between the Church and an individual auditor with the required qualifications.

Two copies are required when making an application. These are obtainable from WW or local orgs. Two copies are required when making an application so that the Mission Executive and Franchise Office WW each have a copy.

When the intending Mission Executive has completed his parts of the two forms and has had it witnessed, they should be forwarded to the Franchise Officer WW who will complete the lower part of the agreement and return one copy to the Mission Executive. For an Auditor to operate a Mission he must be a Class 11 or over, or HDG (HDC and HPGC as of Jan 1972), hold an International Membership and be in good standing with his central organization, having had no bad ethics history.

Missions holding the agreements of either HCO PL I Jan 65 or HCO PL 14 Jan 70 are requested to fill in the agreement of this policy letter and send two copies to the Franchise Officer WW. Franchise Officer WW will complete the lower part of the form and return a copy to the Mission Executive. Upon receipt of this copy, the Mission Executive must turn in his/her old Agreement to the Franchise Officer WW as superseded by this issued new Agreement.

As of 1st Jan 1972 all Missions existing must be on the Agreement of this Policy Letter. No Missions are cancelled by this Policy Letter-they are merely to get transferred to this revised Agreement for legal purposes.

MISSION APPLICATION

I..... Mr./Mrs./Miss

(full name in capitals)

of .

(full postal address in capitals)

HEREBY **APPLY** for a Mission for the area of and to use the name My highest Scientology classification is My highest Dianetic classification is My International Membership is in force until when I shall see that it is renewed, and kept in force thereafter.

I am in good standing with the Central Organization.

My Ethics History is:

.....
(lowered conditions assigned with reasons, etc)

Prospective Mission Executive should write here the types of Scientology Activity he/she expects to engage in (i.e. individual auditing, training, co-audits, etc) so that this can be published against his/her name in lists of Mission Owners.

.....

Signed . .

Date . . .

MISSION AGREEMENT

I * * * Mr./Mrs./Miss hereby agree to the following conditions on being awarded a Mission.

I agree:

- 1. To be active in the field, disseminating and practising Scientology professionally, establishing myself as a stable terminal for Scientology in my area.
2. To maintain my own case and training at a high standard.
3. To maintain the Auditor's Code and the Code of a Scientologist.
4. To maintain good standing with Scientology Central Organizations.
5. To maintain my International Membership in force.
6. To remit 10% of my Gross Income from Scientology and/or Dianetics training and processing, realizing that this remittance is for the use of the name and copyrighted materials and is my contribution towards the Public defence of Scientology.
7. To send in weekly reports of my activities to Franchise Officer WW on the standard form supplied by F/O WW.
8. To conform to Policies laid down for Mission Auditors.

Witness Signed Witness Date

I hereby certify that has been awarded a Mission for the area of

as from and will be granted the use of the name Dianetics and Scientology, and the use of copyrighted materials to maintain a high effective level of Technology in the field in his/her area, so long as the conditions of this Agreement are complied with.

Signed

.....
Franchise Officer WW
for
L. RON HUBBARD

Date . .

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D/Distribution Aide
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 MAY 1971

Rernimeo
Franchise Office
Dir of Clearing Hats
Missions

MISSION ISSUES

In the past year, Scientology has greatly expanded into the field. Scientology Missions have been one of the major spearheads of this expansion.

To reinforce this successful activity, we will see that up-stat Missions are kept well-informed on recent Policy and Bulletin releases.

With these materials and the availability of higher training in the local Orgs, Missions will continue to expand and boom Scientology.

So those Missions that are up-stat and are making regular and accurate payments of 10% become eligible to receive HCOBs and Policy Letters.

However all HCOBs and Policy Letters are sent entirely at the discretion of the Founder and Distribution Aide.

As a special service, F/O WW will air mail copies of these awarded Policies and Bulletins at the usual rate to cover the cost of postage and handling.

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D/Distribution Aide

for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 OCTOBER 1971

Renrimeo
Franchise

INTER-ORG DISTANCES

When a Mission is being considered for Org status, one of the factors that is taken into consideration is the distance of the Mission from the nearest previously established Org.

The policy is that each different area is open to consideration but the basic guideline is that the distance should be more than five miles in a heavily populated city or county.

When filling out the Org formation checksheet, be sure to include in your CSW the distance that your Mission is from the nearest Org, and if obtainable the municipal population density figures. These will help to adjudicate whether there is sufficient separation to prevent inter-Org squabbles and crossed lines. There is plenty of room for all so utilize it.

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D/CS-6
for
Distribution Aide
for

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Founder

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HCO POLICY LETTER OF 20 SEPTEMBER 1971
Issue 11

Remirneo
Franchise Office
Missions

MISSION, BASIC DEFINITION OF

(This revises HCO PL 10 May 71 Issue 11 of same name to delete the name Hubbard from text as this name can only be used by Official Orgs. *Correction is indicated in this type style.*)

(Cancels HCO PL 20 Apr 68, "Franchise", and amends HCO PL 20 May 70, "DCG Program")

NOTE: See HCO PL 12 Apr 71, "Mission Designation"

According to HCO PL 12 Apr 1971, any legally chartered Scientology field activity will be properly designated only as Mission of the Church of Scientology.

Referring to Webster's Seventh New Collegiate Dictionary, a mission is "a ministry commissioned by a religious organization to propagate its faith or carry on humanitarian work".

In Scientology, this commission is the right to constitute a mission for a certain district or territory and to use the names *Applied Philosophy*, *Scientology* and *Dianetics*.

The powers granted are those to be a group of people, dedicated to a common purpose, acting as a single unit to forward Scientology and Dianetics in a certain area.

This commission is granted entirely at the discretion of those properly constituted to grant it, on behalf of the Founder.

In order for a field auditor to become eligible for this commission, he must agree to make a remittance of 10% of the Mission Gross Income. The fee gives a field auditor the privilege of holding and operating a mission.

These 10% remittances are used for the Public advancement and Public defense of Scientology.

D/Distribution Aide for L. RON HUBBARD Founder

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HCO POLICY LETTER OF 20 SEPTEMBER 1971
Issue III

Remimeo
Franchise Office
Missions

ADVANTAGES OF MISSIONS

(This revises HCO PL 10 May 71 Issue IV of same name to delete the name Hubbard from text as this name can only be used by Official Orgs. *Correction is indicated in this type style.*)

All Field Auditors and DCGs should be actively encouraged by established Missions and Orgs to apply for Mission status. There are several good reasons for this.

When a Dianetic Counseling Group or Field Auditor decides to become a Mission and has had their application approved, they then remit 10% of their Gross Income to the Franchise Office WW. This 10% then makes them eligible for the use of the names, *Applied Philosophy*, Scientology and Dianetics, and for the use of copyrighted materials. Further, they are protected by the Franchise Office WW from any encroachments on the use of these names and copyrights.

As per HCO PL 17 May 1971, Missions have a specially authorized issue line that DCGs and Field Auditors are not eligible to receive from Franchise Office WW.

There also becomes active the opportunity to expand by setting up chains of Missions provided the proper permission is obtained. DCGs and Field Auditors are ineligible for this method of expansion.

However the greatest advantage comes from becoming an integral part of the Scientology network. Field Auditors and one-man bands, though valiant and on-purpose, do not usually survive. To expand takes team work and cooperation; and where could one find it more apparent than in the established Scientology network.

This is not to discourage the formation of DCGs for they fill a very valid purpose but they should have expansion in view. They should be prepared to meet the challenge of expanding quickly into the environment to help Ron achieve the goal of a Clear Planet in less time.

D/Distribution Aide for L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 FEBRUARY 1962

CenOCon

RESTRICTION ON SAINT HILL AREA
(Amends HCO Pol Ltr of 20 December 1960, same title)

It is laid down as a general policy that no professional auditor shall set up a full time Scientology practice, or remain in active full time practice, within a radius of 20 miles of Saint Hill.

This is now specifically intended to apply to auditing of whatever kind within this area.

If any auditor has a good and valid reason for auditing within this geographical area, he or she should seek prior permission and approval from me in writing, informing me fully of the circumstances which make it necessary.

No such auditing may be done without my prior permission and approval.

Permission will not be unreasonably denied to bona fide auditors who are in good standing with HCO.

This also applies to Saint Hill Briefing Course Students on other than fellow students.

LRH:jw.rd

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[Note; The amendment was the addition of the last five paragraphs.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 FEBRUARY 1963

CenCCon
Franchise
Field
13pi .

THE ESTABLISHMENT OF CENTRAL ORGS' CONTROL AREAS

Any auditor within a 50-mile radius of a Central Org must operate a District Office with finances completely under Central Org supervision and pay comparable to Org Staff. This takes effect as from 1st March, 1963.

All Franchises within these 50-mile radius control areas are to be withdrawn by 1st March, 1963.

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L. RON HUBBARD

[Cancelled by HCO P/L 20 March 1964, District *office*& Org Control Area Policy *Revised*, page 303-1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

cenocon
Franchise
Field
BPI

HCO POLICY LETTER OF 19 FEBRUARY 1963

CLASSIFICATION OF CENTRAL ORGS' CONTROL AREAS

Following on HCO Policy Letter of February 14, 1963, "The Establishment of Central Orgs' Control Areas", in order for a Central Org to have a Control Area, it must be in a position to supply all, the services of a Central Org (HASI) and have a fully operating HCO. It does not necessarily have to have its own Academy.

The following Orgs are classified as Central Orgs with 50-mile radius Control Areas:

Washington DC	London	Cape Town	Melbourne
Los Angeles		Johannesburg	Perth
		Durban	Sydney
		Port Elizabeth	Auckland.

New Central Org Control Areas will be promulgated as new Central Orgs get established.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 MARCH 1963

cenocon
Franchise

**INDIVIDUAL AUDITORS OPERATING WITHIN
A CENTRAL ORG CONTROL AREA**

It is not mandatory at this time that all monies be paid into the Central Org which have been earned by individual auditors operating outside the Central Org but inside a Central Org Control Area.

Those operating Centres, however, within a Central Org Control Area proceed with the normal formation of their District Offices, as set out, and are unaffected by the above ruling.

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CenOCon
Franchise
Field

HCO POLICY LETTER OF 16 AUGUST 1963

**INDIVIDUAL AUDITORS OPERATING WITHIN
A CENTRAL ORG CONTROL AREA**

(Supersedes HCO Policy Letter of March 1, 1963)

It is not mandatory at this time that all monies be paid into the Central Org which have been earned by individual auditors operating outside the Central Org but inside a Central Org Control Area.

However, for all those who are receiving services from their Central Org it has always been understood that they pay their I O% to the Central Org from which they receive these services, just as an auditor on an HCO WW Franchise receiving services from HCO WW pays his I O% to HCO WW.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 MARCH 1964

Franchise
Field
Orgs

DISTRICT OFFICE & ORG CONTROL AREA POLICY REVISED

(Cancels HCO Policy Letters: Feb 14, 1963 "The Establishment of Central Org Control Areas"; Feb 19, 1963 "Classification of Central Org Control Areas"; Mar 1, 1963 "Individual Auditors Operating Within a Central Org Control Area"; June 26, 1963 "A Resume of Franchise Policy"; and Aug 16, 1963 "Individual Auditors Operating Within a Central Org Control Area". Also cancels: HCO Information Letter Feb 22, 1963 "Franchise & Field Arrangements after Mar 1, 1963". Amends HCO Admin Ltr of April 4, 1963 "Interim District Office Arrangements" [issued to HCO & Org/Assn Sees] .)

ORG CONTROL AREAS

All Central Organization Control Areas are hereby cancelled.

No Scientology organization, as of now, is to have a control area.

The policies affecting auditors within a fifty mile radius of an organization are void.

Those individual auditors that have been in an organization's control area, and have been remitting 10% of their incomes to that org, need no longer do so.

Orgs are no longer to supply individual auditors in their area with regular issues of Franchise bulletins or Field mailing pieces.

All individual auditors will be sent Field mailing pieces from HCO WW.

In order to receive Franchise bulletins, an individual auditor must take out a Franchise with HCO WW.

DISTRICT OFFICES

The status of District Office is no longer compulsory for a centre operating near an org. However, District Offices may still be formed; and wherever practical and desired-not only near an org necessarily.

Existing D0s may continue to operate as such if they wish to do so.

However, wherever possible, all D0s should be established on the lines of HCO Policy Letters of January 4th 1963 and February 20th 1963-The Pattern and Evolution of D0s.

The DO is part of the Central Org, and its administrative lines are, integrated with those of the org. Its staff are part of the org's staff, but are paid according to the income of the DO.

Existing Interim D0s must either become established D0s, as above, or revert to being a Franchise Centre with HCO WW, before 1 st June 1964.

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Issued by: Peter Hernery
Org Supervisor WW
for L. RON HUBBARD
Authorized by: L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 MARCH 1965

Gen Non-Remimeo
The Auditor
Franchise

Dept 15

FIELD AUDITORS

(To be released in The Auditor and
effective when so released.)

In accordance with a survey undertaken several years ago amongst Field Auditors, in preparation for the day technology was complete and positive in results, the following appointment is made: -

All field auditors of the level of HQS and above are appointed herewith FIELD STAFF MEMBERS of their nearest Scientology organization.

Their rank is FIELD STAFF MEMBER (Provisional).

They come directly under the Department of Clearing, Department 15, Director of Clearing of their nearest org.

The purpose of the Field Staff Member is. -

To help LRH contact, handle, salvage and bring understanding to individuals and thus the peoples of Earth.

Their pay shall be in terms of commissions and therefore should be equal to that of general staff members in the orgs'themselves, depending only on the activity of the Field Staff Member. The field staff member is not on proportionate pay and is not on payroll for tax purposes.

The situation is this:- The idea of the practitioner setting up a practice to audit preclears must be wrong because it is used with poor success by new doctors and psychiatrists; it also has worked poorly for them as groups as they more and more require government subsidy, require large borrowed sums to set up new practices and depend for affluence on laws passed to protect them and give them a monopoly: a monopoly which is not itself giving good service soon vanishes. Further their system took over 700 years to establish them to a point where they could demand the legislation needed to protect them-proof., examine the status of a medical man in the centuries between the Great Plague and today century by century and see the tiny advance in the standing of their profession and their security.

We neither have nor need 700 years.

Civilization is successful. only because it is a team. The individual in our present society has a rough time.

We are a team. We have a big job to do. We need every one aboard. Hence the appointment.

This appointment should come as no surprise as we were waiting only for the completion of technology to press the boom buttons. And one of them was to reclaim and enrol as staff members everyone we have ever trained.

COMMISSIONS

The official Scientology Organization to which the field staff member is attached will pay the field staff member 10% of all training and processing fees collected by that organization through its field staff members.

This system has already been piloted some years ago and its administration design is now smoothed out. However, it must be followed closely.

The field staff member selects the person to be trained or processed after direct personal contact and issues to that person a paper stating he has been selected. This paper bears the HOUR, DATE and PLACE of the selection.

The paper is in triplicate. The original goes to the person selected (selectee), the second copy is sent promptly to the field staff member's org (Central Files) and the third copy is held by the field staff member.

If within one year the selectee appears at the org and enrolls for training or processes, the org sends at once a commission of 10% **for cash payments and 6% for credit payments**. There is no waiting in sending the commission for either cash or credit. The org sends the sum at once. There is no commission on memberships bought.

Only the selectee's first purchase of training or processing or both if done at one time is commissionable. If, however, after one year, the pc or student has not returned to the org of his own volition, he is treated as a new person and may be again selected by a field staff member for commission purposes, again for one grade of processing or one course using the same procedure as before.

EXISTING CENTRES

Existing centres are not official orgs. The field staff member is not attached to unofficial orgs. However, a centre or group or group of auditors may send a person as a student or pc providing it is a field staff member that signs the selection form.

FORMS

Where no forms exist the field staff member can write on plain paper, preferably green (the org flash colour) and using carbon or hand copying can make the forms himself.

The form must bear the HOUR, DATE and PLACE, the block printed name and address of the selectee and the block printed name and address and certificate initials and certificate number of the field staff member and what the selectee is selected for (training or processing) and some approximation of arrival date at the org.

Orgs may care to furnish forms, but this is all they contain.

MEMBERSHIP AND RATE CARDS

The field staff member should be supplied with or copy the two types of membership descriptions used in accounts and the org rate card. He or she should give copies of these to the selectee.

BOOKS

The field staff member may buy books from an org and sell them for his own profit.

ORG MEMBERS

Other org staff members may not use this system as they are general, not field, staff members, but where they have personal pcs before taking org employment handle the matter as a field staff member would.

PITFALL

This is all taken from my own experience when I was the only field auditor there was.

I was hammered at by many to process them and became quite overworked. I was only saved by org formation to which I could turn over my traffic.

The moment a field auditor starts individual processing he becomes too pinned down to promote and in a year or so fails therefore or has to turn to other activities.

I got my pcs by casual personal contact and by circulating a book (the Original Thesis) and by local personal promotion. I ran a PE type course (not as high as an HAS) and at one time had even psychiatrists demanding I process their wives.

The demand for my own processing cut back my time and nearly stopped everything until I turned everyone over to the org and got on with my local public promotion.

Remember, I had no "name" or any other "front". Just me. I did not even claim to have discovered anything but only promoted it to individuals and (less successfully) to groups.

I refused to process people myself and therein lies the secret of expansion. Only an org, with its organization and facilities and teamwork can handle pcs. Even a very small org doesn't dare process pcs or train students. It does best when it only promotes. And it should send its pcs to a bigger org. It should limit itself as I did after orgs took my pcs over, to free, short assists.

DISSEMINATION FORMULA

I've now discovered the Dissemination Formula we've wanted so long and it's easy. Central orgs will shortly have it and train field staff members on it in the staff training programme. Being tech it has no part of this policy letter. It takes four or five hours to learn, theory and practical. The Academy will have all such programmes of staff training.

PAYMENT OF COMMISSION

Accounts will receive from Central Files the field staff member's copy after the selectee presents the selection paper at the cashier's window and verify that the selectee (who has gone on to processing or training interview) was actually selected by the field staff member whose paper was submitted at the window.

Accounts will at once (or within a week of registration) make out a cheque for 10% of the cash payment made (but not memberships or books) to the field staff member and mail it to him or her. In the case of a credit purchase the exact same payment procedure is followed but the cheque is for 6% of the local purchase. The org does not wait until the bill is paid.

The commission is only given on the actual amount the selectee paid or obtained credit for on his first appearance at the org. In intensives this would be for one grade worth of intensives. However if at that first appearance the selectee bought several grades worth of intensives or several courses, the commission is also given for those.

No commission is given on repeat business at the org after the first purchase. But if the selectee falls out of contact after service, and is not given any org service for one year the person becomes the subject of new selection as before. As a course and grade a year is a good average, the person will probably become eligible again for selection.

DISPUTES

Where one field staff member claims he or she sent in a pc or student and another also claims it, the Finance -org member copies any and all the Central Files selectee

papers on that selectee and sends them to Department 13 Department of Inspections for adjudication and the Director of Inspections sends both contestants copies of the selectee papers in question, which should settle it.

All org mail is time-date stamped so the selectee papers coming into Central Files are so stamped.

Adjudication is made on who contacted the pc or student first within the past twelvemonth and the commission is paid that field staff member. However, "unseemly delay" by the field staff member in sending Central Files a copy of the paper given the selectee can be used to nullify one of the claims.

At least one of the claims must be paid. Two commissions may not be paid on the same matter to settle a dispute:

Finance pays the earliest selectee paper in that selectee's Central Files file in the past twelvemonth.

If a selectee presents no paper on first approaching cashier, no commission is paid even if a Central Files selectee paper exists. A Field Staff member however who feels an error has been made can write Department 13 and if the Director of Inspection finds that the person was first selected by the field staff member within the past 30 days before date of first enrolment of the selectee the Director of Inspections may direct that the proper commission be paid. To make such a claim the field staff member must have reason to believe the selectee did enrol and within 30 days.

DISPUTES BETWEEN FIELD STAFF MEMBERS

In any disputes arising between Field Staff Members, they may petition the org (Department 13) for a Civil Committee of Evidence (which is composed of one person acceptable to all contestants) and must abide to the result.

FORMING ORGS

As official orgs are now on the lookout to form orgs, and as distant service is not easy as close service, the Director of Clearing of the org (Department 15) should be approached concerning the formation of a local org. Such an org would be owned and operated by Scientology from Saint Hill. The Director of Clearing will base his whole decision upon the amount of traffic coming from that area and the successfulness of the field staff members there. The new org will be only a class zero org at first with very limited services but all orgs grow. Such an org must be formed and conducted like any other official org.

The new org pays 10% of its gross to the forming official org. And it pays 10% and 6% commissions as above to the field staff members on its staff.

FIELD STAFF MEMBER REGULATION

A field staff member comes under the same discipline as any other org staff member and is subject to the same codes of conduct. Auditing org pcs or students is forbidden to all staff members.

ACCEPTANCE

The field auditor should write his or her nearest official Organization addressing his letter to Department 15, Director of Clearing, who would be his immediate superior in an org, giving his acceptance of appointment or declining it. In return he will receive his credentials as a Field Staff Member which consist of a letter signed by the HCO Secretary signifying his or her appointment to be followed later by more formal credentials. In writing the Director of Clearing head the letter "Re Field Staff Member Appointment" and give current address and any other particulars. If there are any questions or hitch, write to me at Saint Hill.

PROVISIONAL

The first appointment is PROVISIONAL-meaning "not permanent". At the end of one year the appointment expires unless renewed. On being confirmed at the end of one year, the "Provisional" is removed and more extensive credentials are issued.

When the field staff member (provisional) has been one for ten months, he or she should write the Director of Field Activities requesting the full appointment be made and giving a list of commissions collected as evidence of good work. At that time the Director of Clearing will cause to be issued a new set of credentials to the field staff member, declaring him or her to be a full field staff member. Activity is the criteria of issuing full credentials. If any difficulty develops in obtaining full credentials, contact me at Saint Hill.

PRIVATE PRACTICES

Any field auditor with a private practice who wishes to retain it should advise his Organization or Association Secretary and explain why.

CENTRES

Any Centres wishing to become Class Zero orgs should advise Department 15 of their nearest org. They are accepted when the earlier mentioned conditions for a new org are met. Meanwhile they operate in relation to their nearest org as a group of field staff members if they accept appointment.

FRANCHISE HOLDERS

Existing Franchise Holders may retain their franchises and status so long as they remain in good standing at Saint Hill.

NEW COURSES AND PROCESSING

Field staff members have the professional rate now for HGC intensives if International Members in good standing.

Courses for field staff members are given at the same fees as for any other International Member or Staff Member. They are however given short briefings on pertinent subjects at such times as the secretary of their org makes it available. However, the better trained a field staff member is, the better he will succeed and therefore this appointment should not interrupt training plans.

SAINT HILL

The Saint Hill HGC adheres to the policy herein given. The briefing course is excepted from Commission as only I can accept students for it.

It is hoped that individual prosperity and a better world will result from the Field Staff Member System and that it places us much nearer the attainment of all our purposes.

L. RON HUBBARD

LRH:ml.pm.cden

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[Revised 30 March 1965 and retitled *Field Auditors Become Staff*, page 312; cancelled by HCO P/L 9 May 1965, *Field Auditors Become Staff*, page 318; added to by HCO P/L 30 August 1966, *Selection Regulations*, page 330; corrected by HCO P/L 10 November 1966 Issue 111, *Field Staff Member*, page 331; and cancelled also by HCO P/L 9 May 1965 (revised & reissued 14 January 1968), *Field Auditors Become Staff*, page 339.)

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 MARCH 1965
Issue II

Gen Non Rernimeo Director of Field Activities

DEPT 15

DIRECTOR OF CLEARING
H A T

FIELD STAFF MEMBERS

Over the years our best sources of pcs and students have been:

- I Books bought
2. Personal contact by field auditors.

On (1) no org that doesn't sell books *hard* can long survive. This is the front line and its neglect causes the later finance troubles.

On (2) although it is fashionable sometimes for orgs to curse the field and for the field to curse the org, the solid truth is that the second source of org pcs and students has been the field auditor.

Therefore, he must be a commission earning staff member and let go on as before in the field. A Field Auditor rarely sets up a practice, successfully, but the idea of the Field Staff Member saves the field auditor's bacon and the org's bacon as well. It's all described in the HCO Policy Letter of 26 March 1965.

If new students are taught also how to be a Field Staff Member and the dissemination formula and its drills are taught you will have enrolments galore just for that. You *don't* enrol free however, ever, to get a Field Staff Member. Free training has always turned out sour auditors.

The Field Staff Member system will also recruit you new general staff members which you'll be needing regularly as you grow.

The idea is a parallel of the sales representative. This is the most successful of industrial sales plans. The evolution is from factory to factory-product-salesmento the factory having retail stores. If the retail branches don't forget to have field (not store) salesmen in their turn then expansion goes on. Always have a public contact pursue out in the public, not at a nice desk in the factory.

When Field Auditors receive notice of their appointment (by seeing HCO Policy Letter 26 March 1965) get it they're to write in to your Dept 15, Department of Clearing. This gets out a letter on LRH stationery to each as follows:-

Date

John Doe,

It is with pleasure that I inform you of your appointment as FIELD STAFF MEMBER (Provisional) of (Org and location).

You are assigned to the Department of Clearing with the duties of selecting persons to be trained or processed. This appointment will expire or become permanent in a period of one year from the above date.

Signed

(Typed) Director of Clearing.

Appointed by L. Ron Hubbard

(Signed) per pro

HCO Secretary

Carefully file the name of each Field Staff Member appointed so in address, in a separate drawer of plates, no matter if you already have their names in another drawer in Address and Central Files. Don't lose the people into other address files-they are staff. Be able to contact them easily by a simple run-off of that drawer of addresses on envelopes. You'll have orders and advices to send them from time to time as well as better credentials later.

Don't get choosy. If they apply for appointment appoint them. Ride them with a very light rein as they're "militia", not "regulars" and aren't used to discipline. When they come into the org get them routed only to their Chief Director of Clearing-don't let the rest of the org treat them like visiting guests or let them roam about. Have Dept 15 where it's out of other traffic flows.

They will of course process a person now and then for fee themselves. Discourage it but don't try savagely to stop it. Main thing is to keep your org's *general* staff members from being corrupted. Only request a Committee of Evidence on Field Staff Members who really commit a crime or a suppressive act.

Use them to promote. Coax them into being very forward and definite. Keep them bright-eyed and bushy tailed.

Make them promote Congresses or new sales ideas or bits by warning them in advance (before others in the field hear of it) so they feel part of the team.

Give them copies of your org board and hats when you have them for them.

Treat them like a sales manager would treat salesmen-watch their morale, keep them going.

Don't refuse their selectees. In short don't let anybody close the org door to business-kick it open and to the waste basket with how much "trouble it makes for the service departments". Academies and HGCs just have to learn to cope. I never let a D of T tell me a student is too dumb or an Academy too full. I never let a D of P tell me he has no auditors. When I look at them and laugh at them somehow there's always places to teach and audit and enough instructors and staff auditors. After all service has first call on staff.

Any hint of refusing traffic becomes a top priority crash programme for *more pcs* and students.

Don't *ever* let a pe or student sent in by a Field Staff Member be made to wait days or told "our appointment book is full". We're not psychiatrists. We don't have such books in orgs. Students start every Monday or when they arrive. Pcs start every Monday and we *only* sell 25 hour intensives, and we sell as many courses or intensives as people can be made to buy at once.

Your door will get closed if you let anyone confuse the public as to prices or complicate an entrance routing.

A selectee goes at once to Accounts, buys his membership and service right then. We don't hold him up. No interview. They've *been* interviewed. Don't let anybody in any way close the door or slow the entrance. Open it up, that's what the org's for.

And send the pc and student back to your Field Staff Member's area in good shape and happy and don't let him go if he isn't. Don't louse up your Field Staff Member's area with ARC broke pes and students trained without cheek sheets or messed up by alter-is.

FAST ENTRANCE, GOOD CRISP SERVICE, HAPPY EXIT.

That's the whole secret of building a buzzing busy field. There is no substitute for fast accurate org delivery.

If as Director of Clearing, you can't get that from the org, write me (with the statistics, not a fragmentary report full of rumours) and we'll see why it isn't happening awful fast. For that's *all* that orgs are really supposed to do. Get that done and your Clearing job is a song.

And your Field Staff Members will be easy to handle and the org will boom.

Remember to teach Field Staff Members constantly that an Org Board shows sixteen stages of progress. It takes a tot of stages to totally clear a pc, including training. Caution them to always explain it's a long road to their projects, but that it is a positive one. Don't let them send in people who have been promised "clear" in one intensive. Make them see that real selling is selling reality. There's enough to offer today to please *anyone*. It doesn't have to be oversold. Do that and you'll have but little trouble.

Well trained new students, HQS and above should be recruited while on course and made to see their future as Field Staff Members. That's done by the Dept 15 Director himself or herself.

And so you'll grow.

Your org board contains the keys to a better world. And one of them is the Field Staff Member. Use him or her well.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 MARCH 1965
REVISED 30 MARCH 1965

Gen Non-Remirneo The Auditor Franchise

FIELD AUDITORS BECOME STAFF
(To be released in The Auditor and
effective when so released)

In accordance with a survey undertaken several years ago amongst Field Auditors, in preparation for the day technology was complete and positive in results, and majority of whom were in favour of being part of Central orgs, the following appointment is made:-

All field auditors of the level of HQS and above are appointed herewith FIELD STAFF MEMBERS of their nearest Scientology organization on application.

Their rank is FIELD STAFF MEMBER (Provisional).

They come directly under the Department of Clearing, Director of Clearing of their nearest org.

The purpose of the Field Staff Member is:-

To help LRH contact, handle, salvage and bring to understanding individuals and thus the peoples of Earth.

They come under Division 6, the Director of Clearing.

Their pay shall be in terms of commissions and therefore should be equal to that of general staff members in the orgs themselves, depending only on the activity of the field staff member. The field staff member is not on proportionate pay and is not on payroll for tax purposes.

The situation is this:- the idea of the practitioner setting up a practice to audit preclears must be wrong because it is used with poor success by new doctors and psychiatrists; it also has worked poorly for doctors as groups as they more and more require government subsidy, require large borrowed sums to set up new practices and depend for affluence on laws passed to protect them and give them a monopoly: a monopoly held in place by force alone soon vanishes. Further, their system took over 700 years to establish them to a point where they could demand the legislation needed to protect them-proof: examine the status of a medical man in the centuries between the Great Plague and to-day century by century and see the tiny advance in the standing of their profession and their security.

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Commissions

The official Scientology Organization to which the field staff member is attached will pay the field staff member 10% of all training and processing fees collected by that organization through its field staff members.

This system has already been piloted some years ago and its administration design is now smoothed out. However, it must be followed closely.

The field staff member *selects* the person to be trained or processed after direct personal contact and issues to that person a paper stating the contacted person has been selected. This paper bears the HOUR, DATE and PLACE of the selection.

The paper is in triplicate. The original goes to the person selected (selectee), the second copy is sent promptly to the field staff member's org (Central Files) and the third copy is held by the field staff member.

If the selectee appears at the org, presents the SELECTION PAPER to the Cashier and enrolls for training or processing, and pays or signs the credit papers, the org sends at once a commission of 10% for cash payments and 6% for credit payments. There is no waiting in sending the commission for either cash or credit. The org sends the sum at once. 10% is also paid in memberships bought by the selectee if accompanied by a selection paper marked Membership.

No cash for memberships may be taken by the field staff member as Memberships must be paid for only to the Org Accounts Cashier.

Only the selectee's first purchase of training or processing or both if done at one time is commissionable. Purchase of memberships by mail bought by a selectee does not count as a "first time". If, however, after one year, the PC or student has not returned to the org of his own volition, he is treated as a new person and may be again selected by a field staff member for commission purposes, again for one grade of processing or one course using the same procedure as before.

Existing Centres

Existing centres are not official orgs. The field staff member is not attached to unofficial orgs. However, a centre or group or group of auditors may send a person as a student or PC providing it is a field staff member that signs the selection form. Centres may not have field staff members of their own unless the Centre is owned and operated by Scientology and field staff members may not send PCs or students to any but official orgs. To do so constitutes suppression of Scientology official orgs as this is a Scientology org activity, not designed for centres or franchise holders to use until officialized and their service can be supervised. Remember, to use this system all a centre has to do is become official and meet requirements for a new org.

Forms

Where no forms exist the field staff member can write on plain paper, preferably pink (the org flash colour for Accounts matters) and using carbon or hand copying can make the forms himself.

The form must bear the HOUR, DATE and PLACE, the block printed name and address of the selectee and the block printed name and address and certificate initials and certificate number of the field staff member and what the selectee is selected for (training or processing) and some approximation of arrival date at the org.

Orgs may care to furnish forms, but this is all they contain.

Membership and Rate Cards

The field staff member should be supplied with or copy the two types of membership description used in accounts and the org rate card. He or she should give copies of these to the selectee.

Books

The field staff member may buy books from an org and sell them for his own profit.

Org Members

Other org staff members may not use this system as they are general, not field, staff members but where they have personal PCs before taking org employment they may handle the matter as a field staff member would.

Pitfall

This is all taken from my own experience when I was the only field auditor there was.

I was hammered at by many to process them and became quite overworked. I was only saved by org formation to which I could turn over my traffic.

The moment a field auditor starts individual processing he becomes too pinned down to promote and in a year or so fails therefore or has to turn to other activities.

I got my PCs by casual personal contact and by letting a book circulate (the Original Thesis) and by local personal promotion. I ran a PE type course (not as high as an HAS) and at one time had even psychiatrists demanding I process their wives after they had heard one lecture.

The demand for my own processing cut back my time and nearly stopped everything until I turned everyone over to the org and got on with my local public promotion.

I refused to process people myself and therein lies the secret of expansion. Only an org, with its organization and facilities and teamwork can handle PCs and students. Even a very small org doesn't dare process PCs or train students. It does best when it only promotes. And it should send its PCs to a bigger org. It should limit itself as I did after orgs took my PCs over, to short assists, P.E. courses and small co-audits.

Dissemination Formula

I've now discovered the Dissemination Formula we've wanted so long and it's easy. Central orgs will shortly have it and train field staff members on it in the staff training programme. Being tech it has no part of this Policy Letter. It takes four or five hours to learn, theory and practical. The Academy will have all such programmes of staff training.

Payment of Commission

Accounts receives the selectee's Selection Paper from the selectee when that person arrives at the Accounts window. Accounts must write on the Invoice the auditor's name who did the selection.

Accounts will at once (or within a week of registration) make out a cheque for 10% of the cash payment made (but not memberships or books) to the field staff member and mail it to him or her. In the case of a credit purchase the exact same payment procedure is followed but the cheque is for 6% of the total purchase. The org does not wait until the bill is paid.

When the commission is paid, Accounts sends an invoice copy of the payment and of the PC or student's training, processing or membership payment to Central Files. Central Files staples these to the field staff member's copy. If other selection papers are in Central Files for the same selectee they are ignored. The one presented by the selectee is the only one paid regardless of date on other auditors' selection papers on the same selectee.

The commission is only given on the actual amount the selectee paid or obtained credit for on his first appearance at the org. In intensives this should be for one grade worth of intensives. However, if at that first appearance the selectee bought several grades worth of interisives or several courses, the commission is also given for those.

Time

There is no time stipulation as to how often selectees may be selected and the org has no period of grace wherein a person may only be selected by the org itself. If an org procures a PC or student however, directly, the org, not one of its general staff members gets the commission.

Professional Rates

Commission is also paid on professional rates but not to the auditor himself or a

"friend" who will refund the commission. The professional rate applies only to auditing. There is no staff or professional rate for training or courses.

Disputes

Where one field staff member claims he or she sent in a PC or student and another also claims it, the Finance org member copies any and all the Central Files selectee papers and pertinent invoices on that selectee and sends them to Department 3, Department of Inspections for adjudication and the Director of Inspections sends both contestants copies of the selectee papers and invoices in question, which should settle it.

The org always pays on the selection paper handed in by the selectee, not on earliest contact.

At least one of the claims must be paid. Two commissions may not be paid on the same matter to settle a dispute.

If the selectee presents no paper on first approaching cashier, no commission is paid even if a Central Files selectee paper exists. A field staff member however who feels an error has been made can write Department 3 and if the Director of Inspections finds that the person was first selected by the field staff member within the past 30 days before date of first enrolment of the selectee the Director of Inspections may direct that the proper commission be paid. To make such a claim the field staff member must have reason to believe the selectee did enrol and within 30 days.

Disputes Between Field Staff Members

In any disputes arising between Field Staff Members, they may petition the org (Department 3) for a Civil Committee of Evidence (which is composed of one person preferably in the contestants' area acceptable to all contestants) who will hear the matter and the contestants must abide by the result.

Forming Orgs

As official orgs are now on the lookout to form orgs, and as distant service is not as easy as close service, the Director of Field Activities of the Org should be approached concerning the formation of a new local org. Such an org would be owned and operated by Scientology from Saint Hill. The Director of Field Activities will base his whole decision upon the amount of traffic coming from that area and the successfulness of the field staff members there. The new org will be only a class zero org at first with very limited services but all orgs grow. Such an org must be formed and conducted like any other official org. It is prohibited for an old org to finance a new org in any way.

The new org pays 10% of its gross to the forming official org. And the new org pays 10% and 6% commissions as above to the field staff members on its staff but only if it is fully official and only when authorized to have an HGC.

HGCs and Academies

Hubbard Guidance Centres of official orgs only may be sent PCs and Academies of Scientology only may be sent students by Field Staff Members as long and arduous experience has determined that great quantities of trouble can come from courses and clinics which are unofficial and usually official orgs have to clean the resulting mess up. Notable examples were Sydney, and the U.S. Pacific North West in '54. There have been dozens of such instances with many people hurt. The names Hubbard Guidance Centres and Academies of Scientology are protected by law.

Field Staff Member Regulation

A field staff member comes under the same discipline as any other org staff member and is subject to the same codes of conduct. Auditing org PCs or students is forbidden to all staff members.

Acceptance

The field auditor should write his or her nearest official Organization addressing

his letter to Department 16, Director of Clearing, who would be his immediate superior in an org, giving his acceptance of appointment or declining it. In return he will receive his credentials as a Field Staff Member which consist of a letter signed by the HCO Secretary signifying his or her appointment, to be followed later by more formal credentials. In writing the Director of Clearing head the letter "Re Field Staff Member Appointment" and give current address and any other particulars. If there are any questions or hitch, write to me at Saint Hill.

Provisional

The first appointment is PROVISIONAL-meaning "not permanent". At the end of one year the appointment expires unless renewed. On being confirmed at the end of one year, the "Provisional" is removed and more extensive credentials are issued.

When the field staff member (provisional) has been one for ten months, he or she should write the Director of Field Activities requesting the full appointment be made and giving any evidence of good work. At that time the Director of Clearing will cause to be issued a new set of credentials to the field staff member, declaring him or her to be a full field staff member. Activity is the criteria of issuing full credentials. If any difficulty develops in obtaining full credentials, contact me at Saint Hill.

Private Practice

Any field auditor with a private practice who wishes to retain it should advise his Organization or Association Secretary and explain why.

Centres

Any Centres wishing to become Class Zero orgs should advise their nearest org. They are accepted when the earlier mentioned conditions for a new org are met. Meanwhile they operate in relation to their nearest org as a group of field staff members if they accept appointment.

Franchise Holders

Existing Franchise Holders may retain their franchise and status so long as they remain in good standing at Saint Hill.

New Courses and Processing

Field staff members have the professional rate now for HGC intensives if International Members in good standing.

Courses for field staff members are given at the same fees as for any other International Member or Staff Member. There is no professional rate for courses, only for intensives. They are however given short briefings on pertinent subjects at such times as the secretary of their org makes it available. However, the better trained a field staff member is, the better he will succeed and therefore this appointment should not interrupt training plans.

Debts

Field Staff Members may be requested by Finance to collect overdue accounts on which 10% commission will be paid by the org. But they may not be ordered to do this.

Accounts may release to field staff members in an area lists of overdue accounts in that area. By using ARC Break technology and assists the field staff member may collect the sums in cheque form only payable to the org and forward it with any details to Finance in the org. Finance must inform Department 3, Inspections and Reports of any such issue of lists or any collections received by this method. All such assists are given at the Field Staff Member's own discretion without org reimbursement.

General and Executive Staff Member Selections

The general staff member of any org may select students or PCs or members by issuing them Selection Papers to their own orgs. In this case there is no commission paid and the Selection Paper is of a different appearance. The general or Executive staff member receives the benefit through org pay.

Saint Hill Field Staff Members

Any auditor trained to any level at Saint Hill is similarly appointed by this Policy Letter. All "Saint Hillers" are therefore appointed FIELD STAFF MEMBERS SAINT HILL. When working as a general staff member or executive for an org, the 10% or 6% is paid to that org, not the staff member personally so that all its staff may benefit.

The same stipulations and procedures as for other orgs (as above in this Policy Letter) apply to Saint Hill Field Staff Members.

Commissions are paid on the Saint Hill Briefing Course and Saint Hill HGC if the student or PC sent is sent expressly to Saint Hill as above.

Acceptance of appointment from Saint Hill does not prohibit being as well a field staff member of a local org.

Senior Org Preference

A field staff member trained and certified at a senior org may be a field staff member of that org even while employed on staff by a junior org but the commission is paid to the junior org. The junior org is paid the commission on any PC or student he sends to the senior org (not his own). Memberships alone are denied commission in such a case as the junior org can also sell them.

Such a field staff member for a senior org employed in a junior org must not distract students or PCs already selected by a field staff member of the junior org before they can present selection papers.

Being on Two Staffs

Any field auditor can be a staff member to more than one org but is actually on the staff of the nearest org to his address and may not use another appointment to another org or Saint Hill to set aside the nearest org's requirements of him or her. In changing location the field staff member must inform the Director of Clearing of the Org he has been nearest to and inform the Director of Clearing of the Org he will now be nearest to. In case he is a Saint Hill field staff member also he should inform the Director of Clearing Saint Hill.

L. RON HUBBARD

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[Corrected by HCO P/L 10 November 1966 issue iii, *Field Staff Member*, page 331; cancelled by HCO P/L 9 May 1965, *Field Auditors Become Staff*, page 318, and its revised reissue of 14 January 1968, same title, page 339.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Rerninaeo
Auditor #8
Franchise
Saint Hill Students
Post Public B Board

HCO POLICY LETTER OF 9 MAY AD 15

FIELD AUDITORS BECOME STAFF

(Becomes Effective when Released in Auditor #8)
and
(Cancels HCO Pol Ltrs Mar 26 '65 & March 30 '6S)

All field auditors of the level of HBA and above are appointed herewith FIELD STAFF MEMBERS of their nearest Scientology organization.

Their rank is FIELD STAFF MEMBER (Provisional).

They come directly under the Department of Clearing, Director of Clearing of their nearest org.

The purpose of the Field Staff Member is:-

TO HELP LRH CONTACT, HANDLE, SALVAGE AND BRING TO UNDERSTANDING THE INDIVIDUAL AND THUS THE PEOPLES OF EARTH.

Their pay shall be in terms of commissions and therefore should be equal to that of general staff members in the orgs themselves, depending only on the activity of the Field Staff Member. The Field Staff Member is not on proportionate pay and is not on payroll for tax purposes.

The situation is this:- the idea of the practitioner setting up a practice to audit preclears must be wrong because it is used with poor success by new doctors and psychiatrists; it also has worked poorly for doctors as groups as they more and more require government subsidy, personally require large borrowed sums to set up new practices and depend for affluence on laws passed to protect them and give them a monopoly: a monopoly held in place by force alone soon vanishes. Further, their system took over 700 years to establish them to a point where they could demand the legislation needed to protect them-proof: examine the status of a medical man in the centuries between the Great Plague and today century by century and see the tiny progress each century in the standing of their profession and their security.

We neither have nor need 700 years.

Civilization is successful only because it is a team. The individual in our present society has a rough time.

We are a team. We have a big job to do. We need every one aboard. Hence the appointment.

This appointment should come as no surprise as we were waiting only for the completion of technology to press the boom buttons. And one of them was to reclaim and enrol as staff members everyone we have ever trained.

COMMISSIONS

The official Scientology Organization to which the Field Staff Member is attached will pay the Field Staff Member a percentage of all training and processing fees received by that organization through its Field Staff Members.

This system has already been piloted some years ago and its administration design is now smoothed out. However it must be followed closely.

The Field Staff Member selects the person to be trained or processed after direct personal contact with the person and issues to that person a paper stating the contacted person has been selected. This paper bears the HOUR, DATE and PLACE of the selection.

The paper is in triplicate. The original goes to the person selected (selectee), and the second copy is sent promptly to the Field Staff Member's org (Director of Clearing) and the third copy is held by the Field Staff Member.

If the selectee appears at the org, presents the SELECTION PAPER to the Cashier

and enrolls for training or processing, and pays or signs the credit papers, the org sends at once a commission of 10% for total cash and 6% for credit + cash payments. There is no waiting in sending the commission for either cash or credit. The org sends the sum at once. 10% is also paid in memberships bought by the selectee if accompanied by another selection paper marked Membership also issued by the Field Staff Member.

Example of Commission: A selectee presents the Selection Paper at the Org Accounts Office and pays for the services bought totally in cash. The org promptly sends the Field Staff Member 10% of the whole payment. Example: A selectee presents the Selection Paper of the Field Staff Member at the org accounts office and pays for the service in some cash and the remainder in credit. The org promptly sends the Field Staff Member 6% of the total sum, payment + credit. These both end the transaction. There is no later amount owing the Field Staff Member when the credit extended is paid off. Further if the selectee buys something else even a week later, not having a selection paper, there would be no commission. But if any Field Staff Member gave the selectee another later paper the selectee then used, again commission would be paid by the org.

The person selected is directed by the Field Staff Member to Reception at the nearest organization, the name and address of which is given to the selectee.

No cash for memberships may be taken by the Field Staff Member as Memberships must be paid for only to the org Accounts Cashier.

The preclear or student may be selected as often or as many times as the Field Staff Member can do so.

If the person is not, however, selected again by the Field Staff Member after training or processing, the org may select the person once more and no commission is paid. The org does not have to have a selection paper to train or process a person.

The org will honour and pay commission on the selection papers presented to Accounts by the selectee. If the selectee presents no selection paper the org does not pay. It is the responsibility of the Field Staff Member to inform the selectee to present his or her selection paper.

EXISTING CENTRES

Existing Scientology Centres are not official orgs. The Field Staff Member is not attached to unofficial orgs. However, a centre or group or group of auditors may send a selectee as a student or pc providing it is a Field Staff Member that signs the selection form. Centres may not have Field Staff Members of their own unless the Centre is owned and operated by Scientology, and Field Staff Members may not send pcs or students to any but official orgs. To do so constitutes suppression of Scientology official orgs as this is a Scientology org activity, not designed for centres or franchise holders to use until they are officialized and their service can be supervised. Remember, to use this system all a centre has to do to use the Field Staff Member system is become official and meet requirements for a new org.

FORMS

Where no forms exist the Field Staff Member can write on plain paper, preferably pink (the org flash colour for Accounts matters) and using carbon or hand copying can make the forms himself.

The form must bear the HOUR, DATE and PLACE, the block printed name and address of the selectee and the block printed name and address and certificate initials and certificate number of the Field Staff Member and what the selectee is selected for (membership, training or processing) and some approximation of arrival date at the org.

Orgs may care to furnish forms, but this is all they contain.

MEMBERSHIP AND RATE CARDS

The Field Staff Member should be supplied with book lists, membership descriptions and the org rate card. He or she should give copies of these to the selectee if the Field Staff Member has them.

BOOKS

The Field Staff Member may buy books from an org and sell them for his own

profit. Any discounts are arranged with the org and regulated by the Director of Publications, Saint Hill.

ORG MEMBERS

Other org staff members may not use this system as they are general, not **field, staff members but where** they have had personal PCs before taking org employment they may handle the matter as a Field Staff Member would if done within the first three months of Org employment and the selection was done before org employment.

CERTIFICATE REQUIRED

Any auditor who has any certificate including Hubbard Book Auditor may become a Field Staff Member.

No classification is required.

No other stipulations may be locally made.

PITFALL

This is all taken from my own experience when I was the only field auditor there was.

I was hammered at by many to process them and became quite overworked. I was only saved by org formation to w1-dch I could turn over my traffic.

The moment a field auditor starts individual processing he becomes too pinned down to promote and in a year or so fails therefore or has to turn to other activities.

I got my PCs by casual personal contact and by letting a book circulate (the Original Thesis) and by local personal promotion. I ran a PE type course (not as high as an HAS) and at one time had even psychiatrists demanding I process their wives after they had heard one lecture.

The demand for my own processing out back my time and nearly stopped everything until I turned everyone over to the org and got on with my local public promotion.

I refused to process people myself and therein lies the secret of expansion. Only an org, with its organization and facilities and teamwork can handle PCs and students. Even a very small org doesn't dare process PCs or train students. It does best when it only promotes. And it should send its PCs to a bigger org. It should limit itself as I did after orgs took my PCs over, to short assists, PE courses and small co-audits.

DISSEMINATION FORMULA

I've now discovered the Dissemination Formula we've wanted so long and it's easy. Central orgs will shortly have it and train Field Staff Members on it in the staff training programme. Being tech it has no part of this Policy Letter. It takes four or five hours to learn, theory and practical. The Academy will have all such programmes of staff training.

PAYMENT OF COMMISSION

Accounts receives the selectee's Selection Paper from the selectee when that person arrives at the Accounts window. Accounts must write on the Invoice the auditor's name who did the selection.

Accounts will at once (or within a week of registration) make out a cheque for 10% of the cash payment made to the Field Staff Member and mail it to him or her. In the case of a credit purchase the exact same payment procedure is followed but the cheque is for 6% of the total purchase. The org does not wait until the bill is paid to pay the commission.

When the commission is paid, Accounts sends an invoice copy of the payment and of the PC or student's training, processing or membership payment to the Dept of Clearing. The department staples these to the Field Staff Member's copy and files it under the Field Staff Member's name.

The commission is only given on the actual amount the selectee paid or paid and obtained credit for on his first appearance at the org. In intensives this should be for at

least one intensive. However if at that first appearance the selectee bought several grades worth of intensives or several courses, the commission is also given for those.

TIME

There is no time stipulation as to how often selectees may be selected and the org has no period of grace wherein a person may only be selected by the org itself. If an org procures a PC or student however, directly, the org, not one of its general staff members, gets the commission.

PROFESSIONAL RATES

Commission is also paid on professional rates but not to the auditor himself or a "friend" who will refund the commission. The professional rate applies only to auditing. There is no staff or professional rate for training or courses.

DISPUTES

Where one Field Staff Member claims he or she sent in a PC or student and another also claims it, the Director of Clearing should be appealed to to settle the dispute.

The org always pays on the selection paper handed in by the selectee, not on the earliest contact.

At least one of the claims must be paid. Two commissions may not be paid on the same matter to settle a dispute.

If the selectee presents no paper on first approaching cashier, no commission is paid. A Field Staff Member however who feels an error has been made can write the Director of Inspections and Reports in his nearest org who will handle it.

DISPUTES BETWEEN FIELD STAFF MEMBERS

In any disputes between two Field Staff Members, either may appeal to Ethics, Department of Inspections and Reports, in their nearest org, which may "hear" the matter by mail and render a decision. Such an action does not make any Scientologist liable to further action.

FORMING ORGS

As official orgs are now on the lookout to form orgs, and as distant service is not as easy as close service, the HCO Area See should be approached concerning the formation of a new local org. Such an org would be owned and operated by Scientology from Saint Hill. The HCO Area See will base decision upon the amount of traffic coming from that area and the successfulness of the Field Staff Members there. Final permission for a new Org must come from Saint Hill. The new org will be only a class zero org at first with very limited services but all orgs grow. Such an org must be formed and conducted like any other official org. It is prohibited for an old OT9 to finance a new org in any way.

The new org pays a percentage of its gross to the founding official org. And the new org pays 10% and 6% commissions as above to the Field Staff Members on its staff but only if it is fully official and only when authorized to have an HGC. Until it has an official HGC it continues to operate on commissions and pays no percentage to the forming org, but still receives them. Its PE and Co-audit activities and commissions paid, in students and PCs sent into the founding org, support it.

HGCs AND ACADEMIES

Hubbard Guidance Centres of official orgs only may be sent PCs and Academies of Scientology only may be sent students by Field Staff Members as long and arduous experience has determined that great quantities of trouble can come from courses and clinics which are unofficial and usually official orgs have to clean the resulting mess up. Notable examples were Sydney, and the US Pacific North West in '54. There have been dozens of such instances with many people hurt. The names Hubbard Guidance Centres and Academies of Scientology are protected by law. Only their service is supervised by Saint Hill or myself.

FIELD STAFF MEMBER REGULATION

A Field Staff Member comes under the same discipline as any other org staff

member and is subject to the same codes of ethics. Auditing org PCs or students is forbidden to all staff members.

ACCEPTANCE

The field auditor should write his or her nearest official Organization addressing his letter to the Director of Clearing, who would be his superior in an erg, giving his acceptance of appointment or declining it. In return he will receive his credentials as a Field Staff Member (Provisional) which consist of a letter signed by the HCO Secretary signifying his or her appointment, to be followed after a year by more formal credentials. In writing the Director of Clearing head the letter "Re Field Staff Member Appointment" and give current address and any other particulars. If there are any questions or hitch, write to me at Saint Hill.

PROVISIONAL

The first appointment is PROVISIONAL-meaning "not permanent". At the end of one year, the appointment expires unless renewed. On being confirmed at the end of one year, the "Provisional" is removed and more extensive credentials are issued.

When the Field Staff Member (Provisional) has been one for ten months, he or she should write the Director of Field Activities requesting the full appointment be made and giving any evidence of good work. At that time the Director of Clearing will cause to be issued a new set of credentials to the Field Staff Member, declaring him or her to be a Field Staff Member. Activity is the criteria of issuing full credentials. If any difficulty develops in obtaining full credentials, contact me at Saint Hill.

The names or short lists sent to the Field Staff Member for selection or collection are considered to be org prospects. The Field Staff Member may only select them to the org or collect from them for the org, and if the Field Staff Member processes or trains for his own fee prospect names sent by the org he is subject to discipline by the Distribution Secretary.

PRIVATE PRACTICE

Any field auditor with a private practice who wishes to retain it should advise his Organization or Association Secretary of the nearest official org and explain why.

CENTRES

Any Centres wishing to become Class Zero orgs should advise the HCO Area See of their nearest org. They are accepted when authorized by the Office of LRH and when the earlier mentioned conditions for a new erg are met. Meanwhile they operate in relation to their nearest org as a group of Field Staff Members if they accept appointment as Field Staff Members.

FRANCHISE HOLDERS

Existing Franchise Holders may retain their franchise and status so long as they remain in good standing at Saint Hill.

NEW COURSES AND PROCESSING

Field Staff Members HQS and above may have the professional rate now for HGC intensives if International Members in good standing.

Courses for Field Staff Members are given at the same fees as for any other International Member or Staff Member. There is no professional rate for courses, only for intensives. They are however given short briefings on pertinent subjects at such times as the secretary of their erg makes it available. However, the better trained a Field Staff Member is, the better he will succeed and therefore this appointment should not interrupt training plans.

DEBTS

Field Staff Members may be requested by the Department of Accounts to collect overdue accounts on which 10% commission of any sums collected will be paid by the org. But they may not be ordered to do this.

Accounts may release to Field Staff Members in an area lists of overdue accounts

in that area. By using ARC Break technology and assists the Field Staff Member may collect the sums in cheque form only payable to the org and forward it with any details to Accounts in the org. Accounts must inform Inspections and Reports of any such issue of lists or any collections received by this method. All such assists are given at the Field Staff Member's own discretion without org reimbursement.

GENERAL AND EXECUTIVE STAFF MEMBER SELECTIONS

The general staff member of any org may select students or PCs or memberships applicants by issuing them Selection Papers to their own orgs. In this case any commission is paid to the staff member's own org and the Selection Paper is of a different appearance. The general or Executive staff member receives any benefit through org pay along with the rest of staff.

SAINT HILL FIELD STAFF MEMBERS

Any auditor trained to any level at Saint Hill is similarly appointed by this Policy Letter. All "Saint Hillers" are therefore appointed FIELD STAFF MEMBERS SAINT HILL. When working as a general staff member or executive for an org, the 10% or 6% is paid to that org, not the staff member personally so that all its staff may benefit. They may select to the Saint Hill Course or HGC.

The same stipulations and procedures as for other orgs (as above in this Policy Letter) apply to Saint Hill Field Staff Members.

Commissions are paid on the Saint Hill Briefing Course and Saint Hill HGC if the student or PC sent is sent expressly to Saint Hill as above.

Acceptance of appointment from Saint Hill does not prohibit being as well a Field Staff Member of a local org.

SENIOR ORG PREFERENCE

A Field Staff Member trained and certified at a senior org may be a Field Staff Member of that org even while employed on staff by a junior org but the commission is paid to the junior org. The junior org is paid the commission on any PC or student he sends to the senior org (not his own). Memberships alone are denied commission in such a case as the junior org can also sell them.

Such a Field Staff Member for a senior org employed in a junior org must not distract Students or PCs already selected by a Field Staff Member of the junior org before they can present selection papers.

BEING ON TWO STAFFS

Any field auditor can be a Field Staff Member to more than one org but is actually on the staff of the nearest org to his address and may not use another appointment to another org or Saint Hill to set aside the nearer org's requirements of him or her. In changing location the Field Staff Member must inform the Director of Clearing of the org he has been nearest to and inform the Director of Clearing of the org he will now be nearest to. In case he is a Field Staff Member Saint Hill also he should inform the Director of Clearing Saint Hill.

L. RON HUBBARD

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[Amended by HCOP/L 14 January 1966, page 330; modified by HCOP/L 9 January 1967, FSM System Administration in Organizations, page 334; revised and reissued on 14 January 1968, page 339.1

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 JUNE 1965

Reminico

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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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 NOVEMBER 1965

Gen Non-Remirneo
Dist Hats
Accts Hats
Sthil Grade V &
V1 Releases

**FIELD STAFF MEMBERS
FOR SAINT HILL**

Field Staff Membership for Saint Hill has been extended to Grade V, Grade Va, and Grade VI Saint Hill Releases.

These Field Staff Members may not select anyone from a Central Organization mailing list or from a Franchise Auditor's own group.

These Releases may now apply to become Field Staff Members of Saint Hill and should apply to the Director of Clearing, Saint Hill, for any information they need.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo HCO POLICY LETTER OF 15 OCTOBER 1965

Dist Div Hats
Registration Hats
Income Hats
Disb Hats
Every Field
Staff Member

**FIELD STAFF MEMBER
SELECTION PAPERS AND COMMISSIONS**

The Field Staff Member gives a selection paper to prospective students and preclears he or she selects to go into a Central Org or Saint Hill.

Previously the Selectee was supposed to present this paper to the Cashier of the org when signing up and only then was a Commission paid.

I now find the selectee seldom remembers to present the paper in the hurly-burly of arrival at an org.

Therefore policy on this is modified as follows:

The preclear or student may, but need not, present the selection paper personally to the cashier of the org for a commission to be paid. The Field Staff Member's commission will be paid anyway. In the event of two Field Staff Members selecting the same person, the paper the selectee acted upon will be credited. In case of disputes Ethics is to settle the matter equitably between Field Staff Members involved.

The procedure is changed only as follows:

The Commission of the Field Staff Member is paid when the selectee signs up. Payment is on the same terms as before. But the responsibility for the payment of commission lies with the Director of Clearing.

FIELD STAFF MEMBERS MUST SEND AN ADDITIONAL COPY OF THE SELECTION PAPER TO THE ADVANCE SCHEDULE REGISTRAR, DEPT OF REGISTRATION, DEPARTMENT 6, DIVISION 2.

The Advance Schedule Registrar notes it in her Advance Schedule book and gives the Selection Paper Copy to the Body Registrar. These copies of the Selection Paper are kept by the Body Reg in a file alphabetically arranged. This is the SELECTEE FILE.

When any person comes to sign up who might be a selectee, the Body Registrar looks for the person's name in the Selectee File and if it is there marks the conditions of sign up on the Selection Paper from the file and sends it to the Disbursement Dept for commission to be paid. Disbursement pays the commission on the basis of this copy.

The Field Staff Member also sends his usual copy of the Selection Paper to the Director of Clearing, Dept 17, Division 6, Distribution Division.

This means then that the Field Staff Member selects a student or preclear to an org, the Field Staff member must also send two copies of the selection paper to the org, one to the Advance Schedule Registrar and one to the Director of Clearing.

In this way there is a cross check possible and none will lose out on commissions.

An org, as a Field Staff Member, selecting to another org or Saint Hill follows the same procedure --original to the selectee, a copy to the Advance Schedule Registrar and a copy to the Director of Clearing of the org to which the person is selected.

DIRECTOR OF CLEARING

Each week, on Friday before attending his divisional AdComm meeting in the last hours of that day, the Director of Clearing must obtain a list of every student and pc signed up that week and compare these to his complete file of

selection papers and find if they have been selected. He notes which ones have and sends this list to Disbursement for guidance.

DISBURSEMENT ACTION

Disbursement checks off the commissions it is paying and how much and sends the list back to the Director of Clearing. This is used in the AdComm of the Dist Div to quote as a statistic.

RECONCILIATION

If there is a difference in the lists Disbursement receives from the Registrar, the amount of money received by Income or the list submitted by the Director of Clearing, Disbursement informs the Director of Clearing during the following week.

Whether informed or not, the Director of Clearing must make sure that there is no error or omission in paying commissions.

If Disbursement does not pay commissions properly owed Field Staff Members the Director of Clearing makes a statement to that effect in his Dist Div AdComm meeting for inclusion in the minutes and also reports it to Inspection and Reports and does not rest on the matter until he is sure his Field Staff Members have all been paid.

If it comes to anyone's attention that a selectee is in the org taking service on whom no commission has been paid, then it must be reported at once to the Director of Clearing. The Director of Clearing must then follow through to make sure that a commission is paid.

Policy is: No Field Staff Member who selects a person for training or processing may remain unpaid.

The Field Staff Member is responsible for sending in two copies of any Selection Paper to the org and giving one to the selectee. He may keep a copy for himself. Any pieces of paper serve so long as they have the selectee's name and address and date of selection, for what selected and the name of the Field Staff Member.

Proper forms may be furnished, proper routings on them, by the Director of Clearing to the Field Staff Members.

UNPAID FIELD STAFF MEMBERS

If a Field Staff Member finds a person he or she selected has actually entered an org for service and no commission has been received within three weeks, the Field Staff Member must report the omission to the Ethics Officer of the org who should investigate and see that the matter is cared for. The Ethics Officer must report the matter and its final disposition to the AdCouncil as soon as findings and actions are complete.

Errors in payment must also be so reported by the Field Staff Member to the Ethics Officer.

The gravest possible view will be taken of any irregularities in Field Staff Member commissions resulting in incorrect or non-existent payment of Field Staff Member Commissions and should the Registrars, Disbursement or the Director of Clearing especially become lax in this matter Ethics action must be taken and reported as well to the Office of LRH, Saint Hill.

FIELD STAFF MEMBER APPOINTMENTS

Any eligible person may become a Field Staff Member. A Provisional Appointment must be sent promptly to any eligible person applying.

Furthermore, as some auditors being eligible take their appointment for granted and simply send in selection papers, the Director of Clearing on receiving a selection paper from a person not on his list must at once establish the eligibility of the person and if eligible must send an appointment as Provisional Field Staff Member to the person at once, although no application was made.

SUMMARY

Field Staff Members' Commissions do not depend upon administrative facts but upon the actual presence of a student or pc in an org taking service and directed there by the Field Staff Member.

To guarantee speed and smoothness in receiving commissions the Field Staff Member should do all possible to help by sending in two *legible copies* of a selection paper to the org and giving one to the selectee and keeping a record himself.

The proof of an owed commission is however the presence in the org, taking service, of a selectee sent by a Field Staff Member.

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L. RON HUBBARD

[Modified by HCO P/L 9 January 1967, *FSM* System
Administration in Organizations, page 334.)

SECRETARIAL EXECUTIVE DIRECTOR
Office of L. Ron Hubbard

SECED 117 INT

18 October 1965

This applies to Saint Hill as to appointment. The programme steps and orders apply to the Director of Clearing in every org. Director Of Clearing Time Machine

FIELD STAFF MEMBER PROGRAMME

FRED FAIRCHILD is appointed Acting Director of Clearing, SH, Div 6, Dept 17, Department of Clearing.

Director of Clearing Orders
IN EVERY ORG

The Director of Clearing's orders are

1. To at once get FSM Commissions paid as per HCO Pol Ltr 15 Oct 65.
2. Get all eligible persons who have sent in selection slips appointed as Field Staff Members (Provisional).
3. Send every Field Staff Member a package consisting of I copy of:
 - (a) Any mimeo written for them to date.
 - (b) HCO Pol Ltr 9 May 65 Field Auditors Become Staff.
 - (c) HCO Pol Ltr 15 Oct 65.
 - (d) HCO Exec Ltr 15 Oct 1965.
 - (e) I Auditor 10 new Grade Chart.These packages are to go second class airmail.
4. Send each FSM by surface mail 20 copies of the Auditor 10 Grade Chart.
5. Send I copy airmail of Auditor I I Org Chart to each FSM when it is ready with a covering Dist Admin Ltr.
6. See that plates are done by Dept 2 for rapid FSM mailings.
7. Get in FSM lines completely and HCO Pol Ltr 15 Oct 65 into full effect fast.
8. Get proper forms in quadruplicate printed for FSMs with separate addresses for each copy, through Dissern Div.
9. Handle any ARC breaks with FSMs not handled by HCO Exec Ltr 15 Oct 65.
10. Work up promotional materials for the FSM and get them printed through Dissern Div. Use Dept Success materials in this.
11. Get the whole programme really roaring, it's a winner.
Fred Fairchild is to see that Comm Members (Dept C1 Directors) get this mailing out to all their own FSMs and execute these same orders in their orgs.

L. RON HUBBARD

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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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HCO POLICY LETTER OF 14 JANUARY 1966

Dist Div
Field Staff
Members

**AMENDMENT TO HCO POLICY LETTER OF
9 MAY 1965**

FIELD AUDITORS BECOME STAFF

A Field Staff Member who personally knows an individual he would like to select to an organization may send him or her a selection slip via correspondence.

Therefore, a person can be selected either after direct personal contact with the person or, if the person is known to the Field Staff Member, upon correspondence with the person.

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Saint Hill Manor, East Grinstead, Susse

HCO POLICY LETTER OF 30 AUGUST

Remimeo
Org See
Registrar
Area Cashier
Dir Disbursements
Dist See
Dir Clearing

**Addition to HCO Policy Letter of
26 March 1965, "Field Auditors"**

SELECTION REGULATIONS

The following regulations are laid down as regards the payment of commissions in the Field Staff Member programme:

- I A husband and wife cannot cross-select each other for commission Purposes.
2. Once a student or preclear arrives in an organization for a service or services, no other student or preclear may select him or her for commission purposes.

The reason for such regulations is that the Field Staff Member programme was not intended as a means of obtaining a 10% discount on a cross-selection basis.

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[CancefledbyHCOP/L 23December 1966, *Field Staff Member Commissions*, page 332.1

HUBBARD COMMUNICATIONS OFFICE
Saint Bill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 NOVEMBER 1966
Issue III

Rernimeo

FIELD STAFF MEMBER

**(Corrects HCO Pol Ltr 26 Mar 1965,
Field Auditors Become Staff.)**

The paragraph which reads "The Commission is only given on the actual amount the selectee paid or obtained credit for on his first appearance at the org-" and the remainder of this paragraph is cancelled.

It is changed to read as follows:

The commission paid the Field Staff Member will be paid on all services consecutively bought during one appearance at the org. This means that after reporting in to an org and signing up for and paying one service or more, if the selectee on the completion of that service buys another service, the FSM Commission will be paid on the second service and so on. If, however, there is no re-sign and the selectee departs from the org as a completion, he or she must again be selected with a *fresh* selection slip and must come to the org again and sign up before another commission can be paid the FSM.

This does not include Review services, books or meters or insignia. It does apply to memberships bought. An FSM may, however, send a person to an org for an S & D and receive a commission thereon. This means that an FSM's selection slips of a selectee become out dated and invalid after the departure of the selectee from an org after buying service. The selectee may then at once be re-selected for his next or additional services.

L. RON HUBBARD
Founder

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(Note: The paragraph referred to above appears in both the original 26 Mar 1965 issue (para 11, page 306) and its revision of 30 Mar 1965 (para 11, page 314).1

HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 DECEMBER 1966

Remimeo
Franchise
Field Staff
Members
Dept Clearing
Hats
Accounts Hats

FIELD STAFF MEMBER COMMISSIONS

(cancels HCO Pol Ltr 30 Aug 66, "Selection Regulations")

COMMISSIONS IMPLYING DISCOUNTS OR PROFITS

Commission is paid on Professional rates, but not to the auditor himself, nor to a "friend" who will refund the commission.

Commission is not paid to an org pc or student at the same org, nor on mutual selections (A selects B and B selects A).

Commission is only paid to closely related family members if clear-cut evidence is presented that a genuine selection was made and the FSM was actively instrumental in getting the relative into the org. No commission is payable on family members living in the same household.

No commission will be paid to an FSM who has loaned money at interest to the person selected, directly or through intermediaries.

The principle here is that the FSM system is intended to get new pcs and students into orgs, not to provide a means of obtaining a 10% discount on a cross-selection basis, nor to provide extra rewards for commercial money-lending.

PCS AND STUDENTS TAKING SERVICE

No preclear or student who has arrived in the organization to take service may be selected for any service or services by any FSM after the arrival of the pc or student in the org for service, until the pc or student leaves the org having completed all services signed up.

INVALIDATIVE SELECTIONS

Selections, in particular, **MUST NOT** be made by FSMs for Review Auditing, Rehabs or S and Ds while a person is taking service at an org-particularly, of course, while he is a pc, in which event such a "selection" could appear to the pc to be an invalidation of his auditing.

Such "selections" will not be honoured and the FSM attempting to make them will be subject to Ethics action.

Selection slips may not be written for Cramming and FSM Commission is not payable on fees paid for Cramming.

BOOK SALES

FSMs are reminded that besides earning Commissions they can buy books in bulk at discount and sell them at full price.

FSMs will be well advised to devote a large part of their efforts to selling books and following up such sales after an appropriate time: the book makes Scientology more real to the person, who is then easily persuaded to accept selection for an org service.

Written by a Board of Investigation
Monica Quirino
Graham McNamee
Ralph Percy

George Galpin Qual See SH
Gareth McCoy HCO Area See SH
Ken Delderfield LRH Comm SH for AC SH
Philip Quirino LRH Comm WW for AC WW
Sheena Fairchild Guardian Comm WW

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

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HCO POLICY LETTER OF 9 JANUARY 1967

Gen Non-Remimeo Reg Hats Income Hats Disb Hats Dept Clearing Hats

FSM SYSTEM ADMINISTRATION IN ORGANIZATIONS

(Modifies the following HCO Pol Ltrs:
9 May '65 Field Auditors Become Staff
15 Oct '65 FSM Selection Papers and Commissions)

COMMISSIONS

The important points to be covered in administration of the FSM system within an org, as regards Commissions, are: -

1. The Registrar having selection slips to hand when the selectee appears at the org, and signing the person up for as many services as possible;
2. The Registrar finding out, when the selectee has been selected by more than one FSM for services, which FSM the selectee considers selected him or her;
3. The Registrar informing the Area Cashier as to whether the person signed up was selected by an FSM;
4. The Area Cashier writing invoices clearly showing whether a service has been fully paid for;
5. The Director of Tech Services noting that the person has started taking services in the org;
6. The Director of Disbursements getting written attestations from the Registrar as to what was signed up for and when, and whether the service was selected and when and by whom; from the Area Cashier that the service was fully paid for or (exceptionally) that proper credit arrangements were made; and from Tech Services that the person has started taking services in the org, and when;
7. The Dir of Clearing and the Dir of Disbursements each independently keeping a record of all FSM payments made, so that there is a double check on possible double or incorrect payments of commission;
8. Full CSW including attestations as above being available to the Cheque Signers who sign the FSM Commission cheques;
9. The Dir of Clearing being vigilant that no valid FSM Commission remains unpaid.

RESERVATIONS I/C

The Reservations I/C notes the selection in his Advance Reservations book and thus reserves for the person an appropriate date.

He has the Letter Registrar write to the selectee a personal letter (not a form letter)_ on the lines that he is "pleased to hear that you have been selected by(FSM) for(services selected) on about (approximate date given on the selection slip)", and that he has provisionally scheduled the person for (service) starting on (date). The Letter Registrar asks for confirmation of the reserved date and adds that Reservations I/C will be shortly sending a packet of information material (which is later done).

The Reservations IIC acknowledges the selectee for setting a date but encourages him to come earlier. The Reservations I/C should drive in as much business as possible on the Tech Division as soon as possible without regard to overloading the Tech Division.

The Reservations I/C then initials the selection slip, with date, and routes it to the Body Registrar.

BODY REGISTRAR

The Body Registrar keeps a file of all selection slips received from the Reservations I/C, filed alphabetically for easy access.

When a person comes to him to sign up for a service, the Body Registrar takes from the file all selection slips relating to that person and uses them as a guide to the person's interests. But of course the Body Registrar from her interview with the person and her knowledge of org services decides what services the person should take, always encouraging the person to sign up for many services.

When the person has signed up, if there are selections by more than one FSM, the Body Registrar asks the person whom he considers selected him or her.

SELECTION ROUTING FORM

The Body Registrar initiates a Selection Routing Form, which is a document routing form, *not* a body routing form. *A separate form is used for each service signed UP.*

The form has spaces to be filled in by the Body Registrar as to person's name; service signed up for; hour and date of sign up; name of FSM who selected the person for that service; date service is to start; and initials of the Body Registrar attesting to these data.

The Body Registrar staples the selection slip to the appropriate Selection Routing Form and hands it to the Area Cashier when passing the person on for him to pay for the services signed up.

When there is only one selection slip and more than one service signed up, the Body Registrar attaches the slip to the Selection Routing Form for the first service to be taken, and notes on the other Selection Routing Forms that this has been done. Thus later recipients of the Form know where to find the slip if needed.

If there are no selection slips to hand, the Body Registrar asks the person if he has been selected by a Field Staff Member, and if so, gets details and writes these on the Selection Routing Form, noting on it that there was no selection slip and getting the selectee to attest on the form in the space provided that the details given are correct.

The Body Registrar keeps a record of all sign ups, Selection Routing Forms started, and whether a selection slip was attached. Thus when the person comes back for re-sign up, Body Registrar has a record of what was done at previous sign ups.

AREA CASHIER

The Area Cashier gets the person to pay in full for all the services signed up for. If an Advance Payment has partly paid for the services, this is of course taken into account.

Any service must be fully paid for before the person starts taking it, unless credit is specifically permitted by Policy and proper arrangements (note signed) have been made for payment, or unless it is Review auditing.

If the Area Cashier fails to persuade the person to pay for the other services signed up, he tries to get a partial payment in advance. But FSM COMMISSION IS NOT PAYABLE UNTIL THE **SERVICE IS SIGNED UP AND FULLY PAID FOR**, AND THE PRECLEAR OR STUDENT IS IN THE ORG TAKING A SERVICE.

The Selection Routing Form for each service has a space for the Area Cashier to write the date, amount paid, invoice number, and "Yes" to the question, "Is this service fully paid for?" and to attest with initial and date.

If the service is one for which credit is permitted by Policy, the Area Cashier, having made the necessary arrangements, writes "Credit" in answer to the above question. If credit is not permitted for the service, the Area Cashier does not write on the form but tells the person that the service cannot start until payment is complete. In

such a case the Area Cashier files the form in the person's Advance Payment folder or in his Collections folder.

If the service is fully paid for or if credit has been allowed, the Area Cashier routes the Selection Routing Form with the blue copy of the invoice to Tech Services. If more than one service has been signed up and paid for, all the relevant Selection Routing Forms are routed to Tech Services.

TECH SERVICES

The Director of Tech Services attests on the Selection Routing Form that the person has started taking a service in the org. This is done on each form that has been received from the Area Cashier at that time, even though only one service is being taken and the other forms relate to services to be taken later (but before the person leaves the org as a completion).

If the person is delayed in starting taking service, the Director of Tech Services holds the Selection Routing Forms pending, but completes the attestation immediately the person starts taking service, and ensures that the Forms do not get overlooked.

The Director of Tech Services routes the completed forms to the Director of Disbursements.

DIRECTOR OF DISBURSEMENTS

The Director of Disbursements checks from the selection slip and the Selection Routing Form that the Commission to the FSM is valid as per current Policy, and that there is a complete set of attestations on the form.

He also checks from a record kept by the Disbursements Officer of all payments made to FSMs, filed alphabetically under *names of persons taking service*, that no previous payment has been made in respect of the service detailed on the Selection Routing Form. He attests on the Form that this is all in order.

He then passes the documents to the Disbursements Officer.

DISBURSEMENTS OFFICER

The Disbursements Officer prepares a cheque for presentation to the Cheque Signers and attaches it to the documents, having entered on a space provided on the form the amount of the commission, cheque number and date, name of bank and bank account, and having attested to these with initial and date.

Since FSM Commissions may not be budgeted but must be permitted to rise to any level as long as the commissions are valid, no Purchase Order or Financial Planning approval is needed.

All the prerequisites as set in in HCO Pol Ltr of 30 Jan 1966, Issue IV, "Cheque Signing Procedure", must be provided to the Cheque Signers with any FSM Commission cheques.

When the Disbursements Officer receives the signed cheque, he immediately mails the cheque to the FSM, and the Selection Routing Form and attached selection slip are routed to the Director of Clearing, together with the second copy of the Disbursement Voucher.

The Director of Disbursements must report via the Treasury Sec to Inspections and Reports and to the Advisory Council for inclusion in their minutes any effort by the Director of Clearing to falsely pay any commission not allowed by Policy or which may appear contrary to Policy.

DIRECTOR OF CLEARING

Whether informed or not, the Director of Clearing must make sure that there is no error or omission in paying commissions.

If it comes to anyone's attention that a *selectee* is in the org taking service on whom no commission has been paid, then it must be reported at once to the Director of Clearing. The Director of Clearing must then follow through to make sure that any commission, validly due according to Policy, is paid. This is done by originating the

Selection Routing Form, *clearly* marked "Originated by Dir of Clearing", with the Director of Clearing's copy of the selection slip to the Body Registrar, who must fill in the details, and similarly for all the other terminals indicated on the Selection Routing Form. Some students and preclears may not have been selected. It is not the job of the Director of Clearing to force selection upon them.

If Disbursements does not pay commissions properly owed FSMs, the Director of Clearing makes a statement to that effect in writing to his Secretary, who must report it at the next Ad Council meeting for inclusion in the minutes. The Director of Clearing also reports the matter to Inspections and Reports and does not rest on the matter until he is sure his Field Staff Members have all been properly paid. Likewise, the Director of Clearing must be sure no false commission or commission contrary to Policy is paid.

The Director of Clearing is also responsible for seeing that the line as described above flows smoothly and that papers are not backlogged anywhere. However, he is not to abuse this authority and Dev-T personnel solely to obtain inclusion of any FSM payment in an earlier week's statistic. But he must certainly see that there is no tardiness in payment of FSM Commissions.

WEEKLY LISTS

In order to assist the Director of Clearing in this duty, the Body Registrar prepares each week a list of all students and pcs signed up during the week, and routes it to the Director of Clearing as soon as possible-after 2.00 p.m. Thursday.

Certs and Awards similarly prepare a weekly list of all Memberships sold and route it to Director of Clearing each Thursday.

The Director of Clearing compares these lists with the second copies of selection slips, which have been routed to him by FSMs, and if it appears that commissions properly due have not been paid he follows the matter up.

The Director of Clearing also gets the Selection Routing Forms after the cheques have been mailed, and files them alphabetically by *name of FSM*.

He uses the file of Selection Routing Forms as a record of FSM activity and in answering queries from FSMs.

The following Selection Routing Form is to be mimeoed with black ink on pink paper and one copy used for every FSM Commission to be paid.

Written by a Board of Investigation

Monica Quirino

Graham McNamee

Ralph Percy

George Galpin Qual See SH

Gareth McCoy HCO Area See SH

Ken Delderfield LRH Comm SH

Ad Council SH

Philip Quirino LRH Comm WW

Ad Council WW

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

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[Modified by HCO P/L 28 November 1972, *FSM Selection Routing Form*, in the 1972 Year Book.]

SELECTION ROUTING FORM
for routing documents for FSM Commission payments

A. BODYREGISTRAR

Name of Selectee
 Service Selected (each service on a separate form)
 Name of FSM
 Date of Selection Hour place
 Date signed up for Service -Hour -
 Attested (Body Reg)
 Selection slip attached not attached
 why not
 Selection attested (Selectee)

B. AREA CASHIER

Service Is this Service fully paid for?
 Invoice Number(s)
 AND date(s)
 Amount paid for this service
 Attested (Area Cashier) Date

C. DIRECTOR OF TECHSERVICES

Date Selectee started taking a service
 (First service of current appearance at Org)
 Attested (Dir Tech Services) Date

D. DIRECTOR OF DISBURSEMENTS

FSM Commission valid on current Policy
 Above attestations in order No previous FSM Commission
 paid for this service
 Blue copy of Income Invoice attached in proof of money having been received Initial
 Attested (Dir Disbursements) Date

E. DISBURSEMENTS OFFICER

Cheque Number Bank Account
 Amount of Cheque Date of Cheque -
 Attested (Disbursements Officer) Date

F. CHEQUE SIGNER

Cheque Signed Date Initial -

G. DISBURSEMENTS OFFICER

FSM Commission mailed - Date Initial
 Disb Voucher attached (staple copy for Dir
 Clearing to this form)

Address commission mailed to

Copy of blue Invoice routed back to Department of RAM Initial

H. DIRECTOR OF CLEARING

Payment on this Service complete Date -
 Initial
 Not double paid -Attested (Dir of Clearing)
 Date

(Form to be filed by Director of Clearing under name of FSM)

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 MAY AD 15
(Revised & Reissued 14 January 1968)

Rernimeo
Franchise
Saint Hill Students
Post Public B. Board

FIELD AUDITORS BECOME STAFF
(Cancels HCO Pol Ltrs March 26 '65 & March 30 '65)

All field auditors of the level of HBA and above are appointed herewith FIELD STAFF MEMBERS of their nearest Scientology organization.

Their rank is FIELD STAFF MEMBER (Provisional).

They come directly under the Department of Clearing, Director of Clearing of their nearest org.

The purpose of the Field Staff Member is--

TO HELP LRH CONTACT, HANDLE, SALVAGE AND BRING TO UNDERSTANDING THE INDIVIDUAL AND THUS THE PEOPLES OF EARTH.

Their pay shall be in terms of commissions and therefore should be equal to that of general staff members in the orgs themselves, depending only on the activity of the Field Staff Member. The Field Staff Member is not on proportionate pay and is not on payroll for tax purposes.

The situation is this: the idea of the practitioner setting up a practice to audit preclears must be wrong because it is used with poor success by new doctors and psychiatrists; it also has worked poorly for doctors as groups as they more and more require government subsidy, personally require large borrowed sums to set up new practices and depend for affluence on laws, passed to protect them and give them a monopoly; a monopoly held in place by force alone soon vanishes. Further, their system took over 700 years to establish them to a point where they could demand the legislation needed to protect them-proof: examine the status of a medical man in the centuries between the Great Plague and today century by century and see the tiny progress each century in the standing of their profession and their security.

We neither have nor need 700 years.

Civilization is successful only because it is a team. The individual in our present society has a rough time.

We are a team. We have a big job to do. We need every one aboard. Hence the appointment.

This appointment should come as no surprise as we were waiting only for the completion of technology to press the boom buttons. And one of them was to reclaim and enrol as staff members everyone we have ever trained.

COMMISSIONS

The official Scientology Organization to which the Field Staff Member is attached will pay the Field Staff Member a percentage of all training and processing fees received by that organization through its Field Staff Members.

This system has already been piloted some years ago and its administration design is now smoothed out. However it must be followed closely.

The Field Staff Member *selects* the person to be trained or processed after direct personal contact with the person and issues to that person a paper stating the contacted person has been selected. This paper bears the HOUR, DATE and PLACE of the selection.

The paper is in quadruplicate. The original goes to the person selected (selectee), the second copy is sent promptly to the Field Staff Member's org's Advanced Booking Registrar, the third to the Director of Clearing and the fourth copy is held by the Field Staff Member.

If the selectee appears at **the org, presents the SELECTION PAPER** to the Cashier and enrolls for training and processing, and pays, the org sends at once a commission of 10% for total cash. There is no waiting in sending the commission. The org sends the sum at once. 10% is also paid in memberships bought by the selectee if accompanied by another selection paper marked Membership also issued by the Field Staff Member.

Example of Commission: A selectee presents the Selection Paper at the Org Accounts Office and pays for the services bought totally in cash. The org promptly sends the Field Staff Member 10% of the whole payment. Example: A selectee presents the Selection Paper of the Field Staff Member at the org accounts office and pays for the service in cash. The org promptly sends the Field Staff Member 10% of the total sum. These both end the transaction. There is no later amount owing the Field Staff Member when the credit extended is paid off. If any Field Staff Member gave the selectee another later paper the selectee then used, again commission would be paid by the org.

The person selected is directed by the Field Staff Member to Reception at the nearest organization, the name and address of which is given to the selectee.

No cash for memberships may be taken by the Field Staff Member as Memberships must be paid for only to the org Accounts Cashier.

The preclear or student may be selected as often or as many times as the Field Staff Member can do so.

If the person is not, however, selected again by the Field Staff Member after training or processing, the org may select the person once more and no commission is paid. The org does not have to have a selection paper to train or process a person.

The org will honour and pay commission on the selection papers presented to Accounts by the selectee. It is the responsibility of the Field Staff Member to inform the selectee to present his or her selection paper.

EXISTING CENTRES

Existing Scientology Centres are not official orgs. The Field Staff Member is not attached to unofficial orgs. However, a centre, or group or group of auditors may send a selectee as a student or PC providing it is a Field Staff Member that signs the selection form. Centres may not have Field Staff Members of their own unless the Centre is owned and operated by Scientology, and Field Staff Members may not send PCs or students to any but official orgs. To do so constitutes suppression of Scientology official orgs as this is a Scientology org activity, not designed for centres or franchise holders to use until they are officialized and their service can be supervised. Remember, to use this system all a centre, has to do to use the Field Staff Member system is become official and meet requirements for a new org.

FORMS

Where no forms exist the Field Staff Member can write on plain paper, preferably pink (the org flash colour for Accounts matters) and using carbon or hand copying can make the forms himself.

The form must bear the HOUR, DATE and PLACE, the block printed name and address of the selectee and the block printed name and address and certificate initials and certificate number of the Field Staff Member and what the selectee is selected for (membership, training or processing) and some approximation of arrival date at the org.

Orgs may care to furnish forms, but this is all they contain.

MEMBERSHIP AND RATE CARDS

The Field Staff Member should be supplied with book lists, membership descriptions and the org rate card. He or she should give copies of these to the selectee if the Field Staff Member has them.

BOOKS

The Field Staff Member may buy books from an org and sell them for his own profit. Any discounts are arranged with the org and regulated by the Director of Publications, Saint Hill.

ORG MEMBERS

Other org staff members may not use this system as they are general, not field, staff members but where they have had personal PCs before taking org employment they may handle the matter as a Field Staff Member would if done within the first three months of Org employment and the selection was done before org employment.

CERTIFICATE REQUIRED

Any auditor who has any certificate including Hubbard Book Auditor may become a Field Staff Member.

No classification is required.

No other stipulations may be locally made.

PITFALL

This is all taken from my own experience when I was the only field auditor there was.

I was hammered at by many to process them and became quite overworked. I was only saved by org formation to which I could turn over my traffic.

The moment a field auditor starts individual processing he becomes too pinned down to promote and in a year or so fails therefore or has to turn to other activities.

I got my PCs by casual personal contact and by letting a book circulate (the Original Thesis) and by local personal promotion. I ran a PE type course (not as high as an HAS) and at one time had even psychiatrists demanding I process their wives after they had heard one lecture.

The demand for my own processing cut back my time and nearly stopped everything until I turned everyone over to the org and got on with my local public promotion.

I refused to process people myself and therein lies the secret of expansion. Only an org, with its organization and facilities and teamwork can handle PCs and students. Even a very small org doesn't dare process PCs or train students. It does best when it only promotes. And it should send its PCs to a bigger org. It should limit itself as I did after orgs took my PCs over, to short assists, PE courses and small co-audits.

DISSEMINATION FORMULA

I've now discovered the Dissemination Formula we've wanted so long and it's easy. Central orgs have it and train Field Staff Members on it in the staff training programme. Being tech it has no part of this Policy Letter. It takes four or five hours to learn, theory and practical. The org will have all such programmes of staff training.

PAYMENT OF COMMISSION

Accounts receives the selectee's Selection Paper from the selectee when that person arrives at the Accounts window. Accounts must write on the Invoice the auditor's name who did the selection.

Accounts will at once (or within a week of registration) make out a cheque for 10% of the cash payment made to the Field Staff Member and mail it to him or her.

When the commission is paid, Accounts sends an invoice copy of the payment and of the PC or student's training, processing or membership payment to the Dept of Clearing. The department staples these to the Field Staff Member's copy and files it under the Field Staff Member's name.

The commission is only given on the actual amount the selectee paid. In intensives this should be for at least one intensive. However if at that appearance the selectee bought several grades worth of intensives or several courses, the commission is also given for those.

TIME

There is no time stipulation as to how often selectees may be selected and the org has no period of grace wherein a person may only be selected by the org itself. If an org procures a PC or student however, directly, the org, not one of its general staff members, gets the commission.

PROFESSIONAL RATES

Commission is also paid on professional rates but not to the auditor himself or a "friend" who will refund the commission. The professional rate applies only to auditing. There is no professional rate for training or courses.

DISPUTES

Where one Field Staff Member claims he or she sent in a PC or student and another also claims it, the Director of Clearing should be appealed to to settle the dispute.

The org always pays on the selection paper handed in by the selectee, not on the earliest contact.

At least one of the claims must be paid. Two commissions may not be paid on the same matter to settle a dispute.

A Field Staff Member who feels an error has been made can write the Director of Inspections and Reports in his nearest Org who will handle it.

DISPUTES BETWEEN FIELD STAFF MEMBERS

In any disputes between two Field Staff Members, either may appeal to the Chaplain's Court, Department of Success, in their nearest org, which may "hear" the matter by mail and render a decision. Such an action does not make any Scientologist liable to further action.

FORMING ORGS

As official orgs are now on the lookout to form orgs, and as distant service is not as easy as close service, the HCO Area See should be approached concerning the formation of a new local org. Such an org would be owned and operated by Scientology from Saint Hill, The HCO Area See will base decision upon the amount of traffic coming from that area and the successfulness of the Field Staff Members there. Final permission for a new Org must come from Saint Hill. The new org will be only a Class Zero org at first with very limited services but all orgs grow. Such an org must be formed and conducted like any other official org. It is prohibited for an old org to finance a new org in any way.

The new org pays a percentage of its gross to the founding official org. And the new org pays 10% commissions as above to the Field Staff Members on its staff but only if it is fully official and only when authorized to have an HGC. Until it has an official HGC it continues to operate on commissions and pays no percentage to the forming org, but still receives them. Its PE and Co-audit activities and commissions paid, in students and PCs sent into the founding org, support it.

HGCs AND ACADEMIES

Hubbard Guidance Centres of official orgs only may be sent PCs and Academies of Scientology only may be sent students by Field Staff Members as long and arduous experience has determined that great quantities of trouble can come from courses and clinics which are unofficial and usually official orgs have to clean the resulting mess up. Notable examples were Sydney, and the US Pacific North West in '54. There have been dozens of such instances with many people hurt. The names Hubbard Guidance Centres and Academies of Scientology are protected by law. Only their service is supervised by Saint Hill or myself.

FIELD STAFF MEMBER REGULATION

A Field Staff Member comes under the same discipline as any other org staff member and is subject to the same codes of ethics. Auditing org PCs or students is forbidden to all staff members.

ACCEPTANCE

The field auditor should write his or her nearest official Organization addressing his letter to the Director of Clearing, who would be his superior in an org, giving his acceptance of appointment or declining it. In return he will

receive his credentials as a Field Staff Member (Provisional) which consist of a letter signed by the HCO Secretary signifying his or her appointment, to be followed after a year by more formal credentials. In writing the Director of Clearing head the **letter "Re Field Staff Member**

Appointment" and give current address and any other particulars. If there are any questions or hitch, write to me at Saint Hill.

PROVISIONAL

The first appointment is **PROVISIONAL-mearting "not permanent"**. At the end of one year, the appointment expires unless renewed. On being confirmed at the end of one year, the "Provisional" is removed and more extensive credentials are issued.

When a Field Staff Member (Provisional) has been one for ten months, he or she should write the Director of Field Activities requesting the full appointment be made and giving any evidence of good work. At that time the Director of Clearing will cause to be issued a new set of credentials to the Field Staff Member, declaring him or her to be a Field Staff Member. Activity is the criteria of issuing full credentials. If any difficulty develops in obtaining full credentials, contact me at Saint Hill.

The names or short lists sent to the Field Staff Member for selection or collection are considered to be org prospects. The Field Staff Member may only select them to the org or collect from them for the org, and if the Field Staff Member processes or trains for his own fee prospect names sent by the org he is subject to discipline by the Distribution Secretary.

PRIVATE PRACTICE

Any field auditor with a private practice who wishes to retain it should advise his Organization or Association Secretary of the nearest official org and explain why.

CENTRES

Any Centres wishing to become Class Zero orgs should advise the HCO Area Sec of their nearest org. They are accepted when authorized by the Office of LRH and when the earlier mentioned conditions for a new org are met. Meanwhile they operate in relation to their nearest org as a group of Field Staff Members if they accept appointment as Field Staff Members.

FRANCHISE HOLDERS

Existing Franchise Holders may retain their franchise and status so long as they remain in good standing at Saint Hill.

NEW COURSES AND PROCESSING

Field Staff Members HCA and above may have the professional rate now for HGC intensives if International Members in good standing.

Courses for Field Staff Members are given at the same fees as for any other International Member or Staff Member. There is no professional rate for courses, only for intensives. They are however given short briefings on pertinent subjects at such times as the secretary of their org makes it available. However, the better trained a Field Staff Member is, the better he will succeed and therefore this appointment should not interrupt training plans.

DEBTS

Field Staff Members may be requested by the Department of Accounts to collect overdue accounts on which 10% commission of any sums collected will be paid by the org. But they may not be ordered to do this.

Accounts may release to Field Staff Members in an area lists of overdue accounts in that area. By using ARC Break technology and assists the Field Staff Member may collect the sums in cheque form only payable to the org and forward it with any details to Accounts in the org. Accounts must inform Inspections and Reports of any such issue of lists or any collections received by this method. All such assists are given at the Field Staff Member's own discretion without org reimbursement.

GENERAL AND EXECUTIVE STAFF MEMBER SELECTIONS

The general staff member of any org may select students or PCs or memberships applicants by issuing them Selection Papers to their own orgs. In this case any commission is paid to the staff member's own org and the Selection Paper is of a different appearance. The general or Executive staff member receives any benefit through org pay along with the rest of staff.

SAINT HILL FIELD STAFF MEMBERS

Any auditor trained to any level at Saint Hill is similarly appointed by this Policy Letter. All "Saint Hillers" are therefore appointed FIELD STAFF MEMBERS SAINT HILL. When working as a general staff member or executive for an org, the 10% is paid to that org, not the staff member personally so that all its staff may benefit. They may select to the Saint Hill Course or HGC.

The same stipulations and procedures as for other orgs (as above in this Policy Letter) apply to Saint Hill Field Staff Members.

Commissions are paid on the Saint Hill Briefing Course and Saint Hill HGC if the student or PC sent is sent expressly to Saint Hill as above.

Acceptance of appointment from Saint Hill does not prohibit being as well a Field Staff Member of a local org.
SENIOR ORG PREFERENCE

A Field Staff Member trained and certified at a senior org may be a Field Staff Member of that org even while employed on staff by a junior org but the commission is paid to the junior org. The junior org is paid the commission on any PC or student he sends to the senior org (not his own). Memberships alone are denied commission in such a case as the junior org can also sell them.

Such a Field Staff Member for a senior org employed in a junior org must not distract students or PCs already selected by a Field Staff Member of the junior org before they can present selection papers.

BEING ON TWO STAFFS

Any field auditor can be a Field Staff Member to more than one org but is actually on the staff of the nearest org to his address and may not, use another appointment to another org or Saint Hill to set aside the nearer org's requirements of him or her. In changing location the Field Staff Member must inform the Director of Clearing of the Org he has been nearest to and inform the Director of Clearing of the Org he will now be nearest to. In case he is a Field Staff Member Saint Hill also he should inform the Director of Clearing Saint Hill.

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L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 17 FEBRUARY 1968

Execs
Distr
Treas
Franchise
FSM

FIELD STAFF MEMBER COMMISSIONS

Advanced Org FSM commissions can on application be credited towards the account of the FSM.

Treasury in such case sends the white invoice copy to the FSM as a receipt, clearly showing the credit transfer to account.

O.J. Roos, Org Exec Sec AO
for
Mary Sue Hubbard
Flag Banking Officer
for
L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 APRIL 1968
Issue I

Gen Non-Remimeo
Franchise

"THE FSM OF THE YEAR"

At the end of every year each Scientology Organisation sends in the statistics of their best FSM to Distribution WW.

Distribution WW then compares all the stats of the most people sent in and picks the best FSM.

This FSM is then "The FSM of the Year" and a special silver cup is sent and presented at the FSM's Org.

Then a full article is prepared on their wins and successes, methods used and photograph.

The above is then condensed into an interesting leaflet and sent to all FSMs.

This is a basic layout-one can elaborate on it in years to come.

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Lt. Diana Hubbard
Staff Hostess
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 JUNE 1968
Issue III

FSM COMMISSIONS

FSM percentages are corrected and established as follows.

15% will be paid for any selectee routed on for auditor training.

10% will be paid for any selectee routed on the solo line.

Auditors' route has not been promoted heavily enough and thus this additional award is made.

Auditors are needed.

The planet needs Clears.

The 4th Dynamic needs auditing.

Get auditors in.

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L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF IS APRIL 1969

Remimeo Distribution Division Hats FSMs Franchise

FIELD STAFF MEMBER AWARD PROGRAMME

Based on the tremendous success of the original FSM Award Programme instituted at St Hill, it now becomes Policy for all Orgs to run a quarterly FSM Award Programme.

Such Award Programmes have been significant factors in booming Orgs.

The Programme must be worked out by each Org to suit local conditions, issued as an ED to all FSMs and revised quarterly.

Awards are made on the basis of the amount of FSM Commissions received and are to consist of books and lower level courses. For very high stats Academy Courses may be awarded. Processing is not awarded.

Awards are transferable to family or bonafide members of a centre or group with which the recipient is connected.

The Field Awards Officer is responsible for this Programme and for ensuring all awards are announced and delivered each quarter.

Tom Morgan Public Exec See WW. Jim Keely Qual See WW Bruce Glushakow HCO Area See WW Ad Council WW Rodger Wright LRH Comm WW Jane Kember The Guardian WW for L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 NOVEMBER 1969
Issue I

Rernimec,
Franchise
Pub Divs
Org Franchise
Hats

FSM AWARDS

Hereafter, Awards based on the numbers of FSM Commissions paid as in **FSM contests MAY BE PAID ONLY TO SINGLE INDIVIDUALS OR SINGLE ORGS OR FRANCHISES WHICH DID THE ACTUAL SELECTION.**

No one may claim an award or bonus or contest prize by reason of multiple franchises or multiple orgs or several individuals.

Example: Joe Blow turns in a claim for prizes based on 39 selections which represent 10 franchises. The claim is not valid. It must show which franchise selected what and that one franchise that turned in the most is the potential winner unless some one else turned in more.

Example: Tom Sikes turns in 4 selections as an entree in the contest. Joe Blow turns in 56. But Blow's "56" is made up of selections from 52 FSMs. The most any single FSM selected in that group was 3. Tom Sikes wins the bonus contest.

OTL ELIGIBILITY

No OTL is eligible for a contest bonus award by reason of selections. It may select and collect FSM Commissions but is not *contest* eligible.

SAINT HILLS

No SH is eligible for contest prizes for selections to AOs. SHs may select and collect commissions but are not eligible for contest prizes.

S.CN CENTRAL ORGS

The Central Continental Org (where the Continental EC is located) is not eligible for contest prizes. It should select -and receive FSM Commissions but is not contest eligible.

STAFF MEMBERS

SO members, AO and SH staffs and the staffs of Central Orgs are NOT eligible for bonus awards by reason of FSM selections.

ELIGIBILITY

Scn Orgs other than above, individual franchises, Gung Ho groups, Official Scn groups, staffs of these and individual field FSMs are the only ones eligible for FSM contest bonuses. None of these named may combine their selections as an entree in an award contest.

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Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 27 SEPTEMBER 1970
Issue I

Rernimeo
Cashiers
Div HIs
Pub Div Hats
Div II Hats
FSMs
F/Os

Organization Series No. 6

CUTATIVE PRICES

HCO PL of 27 Apr AD 15 "Organizational Price Engram" is fully valid and must be followed. It explains why price cuts damage orgs.

Price cuts are forbidden under any guise.

1. PROCESSING MAY NEVER BE GIVEN AWAY BY AN ORG.

Processing is too expensive to deliver.

2. BOOKS MAY NEVER BE GIVEN AWAY BY AN ORG OR BY PUBS ORG.

They are too expensive to manufacture.

3. FSM COMMISSIONS MAY NEVER BE PAID ON DISCOUNTED OR CUT RATE ITEMS.

If an FSM can't sell for full value he does not rate any commission.

4. SCHOLARSHIPS FOR COURSES ARE LIMITED TO INTERNESHIPS, HSDC AND ACADEMY LEVELS.

5. COURSE SCHOLARSHIPS ONLY MAY BE OFFERED F~M ON CONTEST AWARDS.

6. SCHOLARSHIPS ARE ONLY AVAILABLE TO WORKING FSMs OF PROVEN SELECTEE SUCCESSES.

7. ALL SCHOLARSHIPS AND AWARDS OUTSTANDING TERMINATE IF NOT TAKEN BEFORE 1 JANUARY 1971.

8. FSM COMMISSIONS ARE PAID ONLY ON THE ARRIVAL OF A STUDENT OR PC, NOT ON RECEIPT OF THE FEE.

Adv payments are sometimes refunded.

9. ONLY FULLY CONTRACTED STAFF IS AWARDED FREE SERVICE, AND THIS IS DONE BY INVOICE AND LEGAL NOTE WHICH BECOMES DUE AND PAYABLE IF THE CONTRACT IS BROKEN.

10. FSM BONUS AWARDS TO ORGS MAY ONLY BE DELIVERED TO CONTRACTED STAFF MEMBERS OF THAT ORG.

L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 DECEMBER 1970

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St Hill UK
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SH FSM BONUS AWARDS

Saint Hill FSM bonus awards to orgs or franchises may only be a portion of an SHSBC course such as ' one level. The Course portions when amounting to a full course may only be given to a staff member whose contract begins or is re-signed on return to the org and for which the org holds his signed note payable in the event of breach of contract.

Saint Hill FSM bonus awards to persons not org or franchise connected should be a portion of the SHSBC until a whole course is earned.

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Lt Vicki Polimeni, CS-3
From LRH Conference Notes
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 JANUARY 1971

Rernimeo Cashiers Div 3s Public Divs Hats FSMs Franchises

FSM CONTEST AWARDS
(Modifies HCO PL 27 Sept 1970,
CUTATIVE PRICES)

FSM Awards outstanding as of 27 September 1970 were to be taken by 1 Jan 1971 or forfeited by the above policy letter.

Mimy were not able to arrange to take their awards within the stipulated time.

In response to public requests the deadline for claim and use of such awards is abolished.

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Lt. V. Polimeni
CS-3
for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. 1

HCO POLICY LETTER OF 24 NOVEMBER 1958

OFFICE OF THE EXECUTIVE **DIRECTOR**

HASI GROUP SECRETARY

The post of Group Secretary must be full time and must not be, repeat, must not be held by a sales personnel. The registrar may not be Group Secretary.

The Group Secretary must be:

1. A person interested in groups.
2. A person with skill in handling groups.
3. A person who can lecture to groups.
4. A person who can handle ARC breaks well.
5. A person who can audit engrams Scientology 1958 style. (An ACC graduate.)

The Group Secretary may have reasonable travel expenses out of town but not taxi fare.

GROUPS

A group need not have a quota of pro or international members but may be composed only of a majority of Associate Members to have the right to use Scientology materials.

An unregistered group has no right to use Scientology materials as per HCO awarded franchise.

A group certificate may be awarded to any group of people if the Group Secretary is informed of (1) the name of the group, (2) its leader and (3) its address, but the group leader does not have to do more than say that his group contains five or more members. He need not give their names. He must certify there is a majority of Associate or Int members in his group. The HASI may not accept a list of his members. There is no fee, no cancellation save by "bad usage" which means to beat the drum for something else or to fight the HASI.

The Group Sec handles correspondence, group certificates, programs, lectures, information in general and heals group or individual group member ARC breaks.

The group leader needs no certificate.

The Group Secretary must not try to sell groups anything. He can mention books and services when asked.

The Group Secretary personally may give lectures and engram running or auditing demonstrations but may not charge for them.

The Group Secretary's services are always free. He may accept housing and meals in fact but not cash for them. HE MAY NOT PROCESS PEOPLE FOR A FEE AT ANY TIME DURING HIS ACTIVITY AS GROUP SECRETARY ON PAIN OF CERTIFICATE CANCELLATION. ONLY THIS HAS HURT THE POST BEFORE. NOR MAY COLLECT A LIST OF FUTURE PROSPECTS FOR AUDITING WHILE GROUP SEC.

As his job grows he may be aided by an Asst Group Secretary.

The Group Secretary belongs in the Dept of Promotion and Registration.

All group troubles and difficulties are referred to him as well as all group promotion.

He may not have separate group files but can have the materials of CF on groups for his use.

He should make his first order of business the repair of the whole of the Sterling area group system and heal all ARC breaks.

L. RON HUBBARD

Executive Director

HASI

LRH:mp.rd

350

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

HCO BULLETIN OF 6 JANUARY 1959

FIELD ACTIVITIES

To: All Scientologists

For Scientology to go well in any area, it is only necessary for the trained auditor in that area to follow the following steps:

1. Get good results on every pc processed individually.
2. Operate a group and do PE and Group Processing.
3. Keep the group recruited.

It is not necessary that a field auditor has great sums of money to finance his activity. All *successful* Scientology activities have financed themselves. In extreme, an auditor with no pcs to keep him going can get a job and run a group evenings until the income of the group activity makes the job unnecessary.

The keynote of handling any area is to *bring order*. Every time you put some order into a pc or a group, or society, a little confusion blows off. Ignore the confusion. It is transitory. Order is not. It *stays*. Therefore the more *order* (not necessarily the more *activity*) you put into things the more continuance you have. This is new data, extremely important and should be carefully gone over again and again and applied. It is data that brings bi.gwins in a society, a group or a pc. Bring a little order.

Get the pc to see that he can bring order into his affairs. Ask him bluntly, "What order could you bring into your life?" And his case will start resolving. The highest ability of a thetan is to *Bring Order*. Therefore, orderly processing brings results, disorderly processing does not. All an ARC break is is a disorder.

What order, then can a trained auditor bring into his area? Into his own life? Into his pc's? Into his group? *That is* the question worth answering.

The confusion that flies off when the order is entered in seems so *important* to many auditors that they Q and A with it. They stop pursuing order and *start* pursuing confusion. *Never* change from order to disorder just because confusion blows off. Let the confusion *go*. If you want it all gone, just put more *order* into it. That's why CCH works when properly used.

An auditor who just starts a group blows some disorder out of a society. The disorder flies into view. Ignore it. Just put some more well-run, exactly scheduled group there. More disorder discharges. Order put in too suddenly always discharges disorder too fast. That's an explosion. You don't want that. Leave explosions to the government (its highest level of entering order is to blow everything up).

Here's a program. Get hold of all the people you have processed in the area you are, in. Give them an interview. In it, ask each one, "What order are you trying to bring into your life?" "What part of your life?" Tell them that's what Scientology is trying to help them do. You'll have more pcs. Weld them into ~ group. Give them some group processing Tone 40. Bring order into their lives.

Take responsibility for every pc's whole life. Take responsibility for all the reactive banks in your area, Clear them up by bringing more order.

Money cannot flow back to **YOU** on disorderly lines.

AUDITOR CONFIDENCE

Every field auditor has had some loses. These cut down his confidence. He should rebuild his confidence. He should rebuild his confidence as his first step. He failed where he failed to bring order into lives. Therefore, he had better now discipline himself to use *one* simple process and use it right and without change until he has won with it. Don't change the process because it blows off disorder. To the devil with the disorder-put the order in regardless of how much disorder it blows off.

KEY REHABILITATION PROCESS

- I Start session.
2. Find out if the pc has an auditor.
3. Find out if the pe has an auditing room.
4. Ask pc (goals) "What part of your life would you like to bring some order into?" Two way comm on it for no more than five minutes. Get into session then.
5. For one hour at the beginning of each session every session run "Look around here and find something you have." Only that command. If pc originates, *understand* and *acknowledge*. DON'T DO ANYTHING ELSE ABOUT IT.
6. For remainder of session run "Recall something you have done." When he says he has, acknowledge only.

Session after session run nothing else but this. And you'll bring order to a pc, believe me. And he'll have great case changes and he'll be moving forward toward clear.

This process will give you wins unless you do something else to vary it.

The only people it doesn't work well on are nearly unconscious. On these only CCH 1, 2, 3 and 4 work. If the process doesn't bite at all, use CCH 1, 2, 3 and 4. But don't worry it will bite-if you keep your mouth shut and don't flub.

Now you want some wins. Don't talk to the pc much during a session. Use TR 4 whenever he talks. Keep him reassured, happy, comfortable and don't let him out of session until you end it. And you'll win. If you lose, it's because you got fancy or chopped the pc up.

Factual Havingness will ease off p.t. problems and ARC breaks. That's why you use it for an hour always.

If a process regimen comes along that's simpler or better than the above I'll let you know right away. Until then, this is the very best you can do.

GROUP RECRUITING

Groups fall apart on sloppy scheduling. They need one night a week at the minimum. Always the same night, same hours. That's order. Always a one hour lecture and one hour group processing Tone 40. We have new phonograph records of lectures for you. They're cheap. Buy them.

When you have a group processed a while get people into an HAS Course. Teach them TRs 0 to 9 and then let them co-audit on exactly the above regimen.

By permitting co-auditing, the trained auditor actually gets more pcs. Charge for co-auditing consultations. Keep them at it.

We're taking the lid off. The country is full of people. They should be in groups and co-auditing. In that way we'll bring enough order to the country to make even it survive.

By the way, HCO Washington, D.C. will issue a Hubbard Apprentice Scientologist certificate to anybody you guarantee has passed TR 0 to 9 without charge to you. We trust you to make sure they're *good*.

In recruiting a group, keep explaining Scientology as something that helps people bring order into their lives. You'd be amazed how little order they believe they can inject. Call on new people. Run an ad for your group: "Tired of Being Human?

.....Scientology Group Clears People." or "Does Life Seem Disorderly?" Join
theScientology Group and begin to win for a change."

We need action. In an all but leaderless world, somebody has to make some people. Let's begin.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE

1812 19th Street N.W., Washington, D.C.

HASI POLICY LETTER OF 10 FEBRUARY 1959

GROUP SECRETARY

The post of Group Secretary must be full time and must not be, repeat, must not be held by a sales personnel. The Registrar may NOT be Group Secretary.

The Group Secretary must be:

1. A person interested in groups.
2. A person with skill in handling groups.
3. A person who can lecture to groups.
4. A person who can handle ARC breaks well.

The Group Secretary may have reasonable travel expenses out of town but not taxi fare.

The Group Sec handles. correspondence, group, certificates, programs, lectures, information in general and heals group or individual group member ARC breaks.

The Group Secretary must not try to sell groups anything. She can mention books and services when asked.

The Group Secretary personally may give lectures and engram running (if trained in engram running) or auditing demonstrations but may not charge for, them. The Group Secretary's services are always free. She may accept housing and meals in fact but not cash for them. SHE MAY NOT PROCESS PEOPLE FOR A FEE AT ANY TIME DURING HER ACTIVITY AS GROUP SECRETARY ON PAIN OF CERTIFICATE CANCELLATION. ONLY THIS HAS HURT THE POST BEFORE. NOR MAY COLLECT A LIST OF FUTURE PROSPECTS FOR AUDITING WHILE, GROUP SECRETARY.

As the job grows, she may be aided by an Asst Group Secretary.

All group troubles and difficulties are referred to the Group Secretary as well as all group promotion.

She may not have separate group files but can have the materials of CF on groups for her use.

She should make her first order of business the repair of whole of the Dollar area group system and heal all ARC breaks.

GROUPS

A group need not have a quota of pro or international members but may be composed only of a majority of Associate Members to have the right to use Scientology materials. An unregistered group has no right to use Scientology materials as per HCO awarded franchise.

A group certificate May be awarded to any group of people if the Group Secretary, is informed of (1) the name of the group, (2) its leader and (3) its address, but the group leader does not have to do more than say that his group contains five or more members. He need not give their names. He must certify there is a majority of Associate or International members in his group. The FC may not accept a list of his members. There is no fee, no cancellation save by "bad usage" which means to beat the drum for something else or to fight the FC.

The Group Secretary handles correspondence, group certificates, programs, lectures, information in general and heals group or individual group member ARC breaks.

LRH:gn.rd

L. RON HUBBARD
President

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 AUGUST 1959

CenOCon

ATTENTION ALL GROUP SECRETARIES

If money is charged for anything, even dues, it's a Centre and not a Group and must be enfranchised. If no charges are made, it's a Group.

NW:brb.rd

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HCO Secretary WW

for

L RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 22 APRIL 1960
Re-issued from Sthil

CenOCon

GROUP SECRETARY

Due to the subsequent establishment of the Franchise Programme for Auditors supervised and conducted through HCO offices, the Hat of Group Secretary can be worn by the Assistant Registrar. This change can be made at this time due to the smallness of Lay Groups.

LRH:js.gh.rd

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MARY SUE HUBBARD

Organization Supervisor

for

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 SEPTEMBER 1965
Issue III

Gen Non-Rernimeo

**CORPORATE NAMES
GROUP NAMES**

The only corporation that may use the word "FOUNDING" in its name is the FOUNDING CHURCH OF SCIENTOLOGY OF WASHINGTON D.C.

Any other corporation in the USA or elsewhere including the word "Founding" in its name must change it by Board resolution, filing name change correctly before relevant authorities.

No group or congregation, etc, incorporated or not, may use the word "Founding" in its title. Any such existing shall change their name in accordance with this policy.

LRH:ml.rd

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L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 NOVEMBER 1968
Issue II

Remimeo
All Div 6 Hats
Public Div Hats

THE GROUP OFFICER

Every org must have a Group Officer who is under the Director of Clearing in Div 7 for 9 Div Org or in Dept 17, whichever is applicable.

The Group Officer is responsible for the welfare and expansion of all local Scientolo.&Y Groups in the field. To aid and supply them with materials and increase their growth.

Main policies to follow are the Boom Formula, certain points of Policy Letter of 20th Nov 65 and the booklet on Scientology Groups soon to be released.

Here is a small outline of the Group Officer's duties:

- I. Keep in communication with all local Scientology Groups.
2. Expand, and make new groups.
3. Officially register each group and issue. it a group certificate.
4. Supply Groups with posters, flyers and things they can promote with, and group programmes for itself and the Community.
5. Make sure groups follow policy and that each has a President, Secretary and Treasurer and that posts stay filled.
6. Keep Ethics in and good order amongst Groups.
7. Back them up all you can. Groups are like your ambassadors in the field and they are a very effective activity in channeling the raw public to Scientology orgs and very useful in initiating and handling community programmes.

Keep in a good liaison line between the group and the Org. Answer a Group's queries. Give them assignments. Remember never to flood a group with orders-let them get on with their jobs.

You do your job and the Groups will do theirs.

Lt. Cmdr. Diana Hubbard CS-6
for
L. RON HUBBARD Founder

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tReplaced by HCO P/L 24 July 1969 Issue 111, *The Groups Communicator*, page 356.1

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 24 JULY 1969

Remitneo
Div 8 Hats

Issue III
(Replaces HCO PL 24 Nov, 1968)

THE GROUPS COMMUNICATOR

Every Org must have a Groups Communicator in the Field Comm Unit of the Field Data and Advice Section of Dept 24.

The Groups Communicator is responsible for the welfare and expansion of all local Dianetics and Scientology Groups in the Field.

The Groups Communicator duties include:

1. Keeps in communication with all local Scientology and Dianetics Groups.
2. Is the terminal in the Org for Groups for data and advice in order to make them successful.
3. Ensures that the Field Material Supply section provides groups with promotional materials and other material they require in order to operate and disseminate.
4. Make sure each group has been officially Registered and a Certificate issued by the Field Establishing Unit.
5. Make sure groups follow Policy and that each has a President, Secretary and Treasurer and that posts stay filled.
6. Keeps Ethics in and good order amongst Groups.
7. Back groups all you can. They are like your ambassadors in the Field and they are very effective in channeling the raw public into Scientology Orgs and very useful in initiating and handling community programmes.

Keep in a good liaison line between groups and the Org. Answer a group's queries.

Give them service. Set assignments for them. Remember never to flood a group with orders. Help them and let them get on with their jobs.

Tom Morgan - Public Exec Sec WW
- Exec Council WW
Rodger Wright - LRH Comm WW
Leif Windle - Policy Review Section WW
Jane Kember - The Guardian WW
for
L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 DECEMBER 1968

Rernimeo
All Orgs
Div 6 Hats
Students
FSMs and Franchise

GUNG-HO GROUPS

GUNG-HO GROUPS are composed of local Scientologists in the field, any friends who are interested and general public members. First a Captain, Secretary, Treasurer and Public Officer must be elected by the group. When the group is formed, it must contact the Group Officer of the nearest org and give its address and the names of its officers and members, etc and apply for a GROUP CERTIFICATE.

GUNG-HO means "Pull Together" in Mandarin. It pulls together other groups in the community to work towards the betterment of society and of the area.

The Groups Programme works on the motto:

A COMMUNITY THAT PULLS TOGETHER CAN MAKE A BETTER SOCIETY FOR ALL.

The Group's purposes are: -

- 1 To discover the purposes and targets the citizens as individuals in its area consider most desirable to improve the area.
2. Co-ordinate these targets into long range community objectives and publish and arouse interest in them.
3. Work with other civic groups to co-ordinate action on these targets by means of planning of short range targets each civic group is to do, (the short range being parts which when done add up to a long range target).
4. Study and use Scientology to improve the reach of one's own group and the leaders of other groups.

The Group Officer of the nearest org will direct, keep in communication with and supply promotional literature to all GUNG-110 Groups.

Each Gung-Ho Group must choose a Master at Arms whose sole duty is to eject from the group people who enter the group to try to break up the group or pervert it to destructive ends.

He or she may also hold hearings when disputes arise and bring them to a satisfactory solution or agreement. The Master at Arms has the additional duties of Inspection and keeping order. If a serious out ethics situation does occur then he or she must notify the Ethics Officer at the local Org.

Such a group as GUNG-HO is vital. Gung-Ho Groups can and should take an active part in the community, working with various civic groups, clubs, churches and parishes to achieve the area's targets; creating harmony, peace and co-ordination. Why fight anymore? Get people to do something constructive and improve society. Make a safe environment.

The role of the Field Staff Member in a group is to get as many persons in the group trained and processed at the nearest Scr. Org as possible and through the group

contacts to get as many civic leaders and civic group leaders trained as possible.

FINANCE

Most groups run by membership fees or contributions and are rarely prosperous enough to maintain themselves.

The group activities are financed by the following:

1. A percentage of FSM commissions.
2. Membership fees.
3. Any contributions.
4. Course fees for courses it teaches.

FSM COMMISSIONS

An FSM using the group to send persons to Scientology Orgs of course cannot expect the group to continue to exist unless he allocates a certain percentage of his commissions to its Treasury. This could be done on one of three arrangements:

- (a) The FSMs working in or with the group allocate automatically as soon as the commission is received by him or her from the Org say 5% of the 10% (meaning 50% of what he receives). This would be paid to the Treasurer of the group.

Or:

- (b) The group itself is the FSM, receives all commissions and pays the person who signs up selectees in the group name 50%, the group retaining the remainder.

Or:

- (c) The group as the official FSM of the area receives all the fee and has its group staff members do the selection.

Of these (b) is probably the most workable.

As the operating group if functioning well, would triple or quadruple the potential sign ups for FSMs, the halving of the commission would benefit one and all.

Plan (c) is the one used by Sen Orgs in selecting people to higher Orgs, but is not actually all that workable.

There are undoubtedly other plans and arrangements that could be made.

The whole point here is that an independent FSM depending on the group for spade work has to contribute to the group's survival or the cycle will break down. And roving FSMs entering the area should work through the group as this in past years was a very sore point and hurt groups who had then to clean up the pes left unfinished and all that.

MEMBERSHIP FEES

Group Members should pay a fee yearly to the group. It is about \$2.50 to \$5.00, but is up to the local group as it is their money.

Membership fees cover postage and mailing costs to members but not very much more. It is a minor but necessary source of income.

The Group Member of course gets a membership card and pin for his membership fee.

CONTRIBUTIONS

The most heavily worked over income point of most civic-minded groups is the obtaining of contributions.

These can be quite sizeable.

They do not however come easily unless the group has a non-profit status and the patron can thereby deduct it from his income tax.

A group, however, that registers as a charity and is a member of existing non-profit organisations can obtain contributions.

Governments have been known to contribute large sums to groups.

Contributions should be worked at but should be regarded as an irregular source of income and not counted on for the *general* running expenses of a group. Rather, they are like an affluence, and major projects are the best use for contributions and the best reason to get them-such as a new building for the group or a new hall, things like that.

COURSE FEES

The group can teach four types of courses:

- (a) Group Organisations.
- (b) Basic Management.
- (c) Personal and Family Management.
- (d) Basic Scientology Book study.

These are not expensive courses. Their fees are comparable to those charged by Franchise Centres for HAS Courses, etc.

The Group's Courses are packaged, easily supervised, checksheet courses, run on a regular evening schedule. All the fees go to the group.

FRANCHISE CENTRE IS DIFFERENT

A Franchise Centre is different entirely from a Gung-Ho Group.

One can easily benefit from the other.

But the Gung-Ho Group is there to speed up and smooth out the society and civic organisations and make a better community atmosphere directly.

The Group is a society entrance point.

The Franchise Centre is basically a Scientology training and processing activity for individuals.

The Group works on other dynamics-notably the 3rd and 4th.

GROUP ORG BOARD

For a Forming Elementary Group

The Group President is in general charge of the group.

The Group Communications Executive handles communications and dissemination and is very like the HCO Exec Secretary.

The Group Organisation Executive handles Finance and training and is comparable to the Organisation Executive Secretary.

The Group Public Executive handles Qualifications, Distribution and other actions like the Public Executive Secretary of a Scientology Org. (In a Scientology Org, Qualifications is under Organisation, not Public.)

			Group Liaison Officer
			Target Apportionment Officer
		p- 0	
	W	v)	Individual Contact Officer
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	Z		
			Master at Arms
			Communicator
		0	
		u)	Recruiting Officer

DUTIES

EVERY PERSON IN THE GROUP WITHOUT EXCEPTION IS ON THE ORG BOARD AND HAS DUTIES AS POSTED.

The duties of the personnel in a Group are embraced by the title and the functions under him.

The rule is that ONE IS RESPONSIBLE FOR EVERYTHING IMMEDIATELY BELOW HIM ON THE ORG BOARD.

One can then have as few as one person (who then does all these things) or as many as are needed or can be used.

However, when the Group gets above 50, the Org Board is expanded to 27 departments from the 18 now indicated.

People as they join the Elementary Group fit in where the load is heaviest.

The Recruiting Officer recruits Group members and acts as Reception and keeps the Address Files.

The Communicator handles all communications of whatever kind, in and out.

The Master at Arms keeps order at meetings and ejects people trying to break the group up. He also inspects things and reports on them to the Communications Executive who in turn informs the President or other Group members.

The Project Planning Officer finds, figures out and draws and writes up all the steps of a project or programme after it is agreed upon by the Executive Council.

The Publishing Officer publishes the steps of anything, the literature of anything; if it's published he publishes it to our outside groups. He also keeps a library and files of programmes and any pamphlets issued or sold by the Group. He is also the Press Relations Officer until one is appointed to his department.

The Registration Officer registers members, other groups, students, congresses; anything where a membership is concerned is registered by the Registration Officer (and any card is issued by Certs and Awards).

The Income Officer cashiers and receives and bills for any income owed.

The Disbursement Officer pays all bills from Treasury.

The Materiel Officer keeps up the property and quarters of the Group, anything it owns, repairs it, sets up meeting chairs and cleans them away. And inventories things.

The Tech Services Officer sees students are routed and cared for, sees other groups when meeting together are routed and handled. His business is bodies, to what are they assigned, where do they go.

The Training Officer handles all training of whatever kind, including the training of the group. And any school.

The Operations Officer actually handles and directs all operations programmes and projects in progress.

The Examinations Officer examines anyone trained or being trained and any project or programme.

In event of any breakdown in anything, such as a project or programme, the Review Officer grabs it and corrects it or gets it redone.

The Certs and Awards Officer gets made up and issued all Certificates, memberships or otherwise, pins, etc as well as Conditions.

The Individual Contact Officer is in charge of Polls for purposes from *Individuals* in the public. These form up in Project Planning into specific long range TARGETS for the area of the group.

The Target Apportionment Officer apportions short range targets to other groups which when all done make up the completion of long range targets for the whole area.

The Group Liaison Officer is in contact with other groups to be sure things are going right and patches them up and keeps them going.

(Of course by "other groups", we mean civic groups, businesses, etc.)

The Communications Executive makes sure the six functions under him or her happen whether manned or not, singly manned or assisted by more than one in each spot.

The Organisation Executive is in charge of all those six functions below him.

The Public Executive is in charge of all those functions below him.

The President sees that the Group Org Board form is held and that the functions and actions of the Group occur and that the Group is successful.

The three Executives (Communications, Organisation, Public) form an EXECUTIVE COUNCIL. This passes on all matters of importance and originates programmes.

The President is the CHAIRMAN of the Executive Council.

This is a very fundamental organisation, done with simplicity.

It will function.

When more than 50 are serving in the Group and it is active, then the basic pattern is expanded properly. Each Executive gets one more department so that there are nine. And each department gets 3 sections.

But the functions remain more or less the basic group pattern.

It is best to start with a simple pattern.

This pattern also adapts to any business or any civic group. **POST THE BOARD**

The Org Board of the Group is posted conspicuously. It is best done on a varnished board or a formica board varnished over. Names are printed or typed or DYMO stickered. If the board isn't varnished, tape and dymo strips can't be pulled off easily and stuck back on.

Christmas red, green, yellow tape is used to separate the different departments and parts of the group organisation.

FUNCTION

It is forbidden to obtain long range targets from civic groups or businesses.

One only obtains long range targets by ringing doorbells and going into shops and asking *individuals* what they think should be done on community projects.

When enough of this is done then the Project Planning Officer sums the results of the poll up into LONG RANGE OBJECTIVES. The Publishing Officer publishes these as a pamphlet for the Gung-Ho Group that also explains the group's purpose.

The Project Planning Officer now breaks these long range ones down, each one down into possible short range ones, gives them to the Group Apportionment Officer to see if he can get them lined up to various Civic groups or businesses as *their* portion of the long range target.

By keeping 1 or 2 long range targets going (by getting other groups to do the short range parts) the long range targets can be met for the community.

The Publishing Officer keeps public attention on progress (in the press, etc) and makes heavy capital out of a completion of a long range target, giving the Civic Groups or businesses lots if not all the credit.

There is no unit in the world that goes to the public to discover what's really wanted and needed.

And no group exists to act like a source and co-ordinator in the community.

Thus the Gung-Ho Group is new and needed and can become very influential and worthwhile.

RULES

The Gung-Ho Group is only interested in constructive Targets.

It is interested only in the greatest good for the greatest number (of Dynamics).

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L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 DECEMBER 1968

Remirneo All Orgs Div 6 Hats Students FSMs and Franchise

GUNG-1-10 GROUPS
POLTR # 2

Gung-Ho Groups introduce a new idea into social or civic groups.

They are working groups.

Most such groups are mainly concerned with keeping the members interested, having "group programmes", etc. These, groups are hard to form, hard to keep going.

The usual old time type group was a sort of audience for somebody that met once a week, evenings or lunch or dinner that then got spoken to by somebody about something.

If the group had anything to get done, it formed a committee. Then only one or two in the committee did anything about it.

The result was that the dynamic quality of the group was missing.

Such groups tended to "squirrel" (which means go off line).

Some wild new idea would come along and the group members, being bored, would chase off.

The essences of a true group are *participation* and *contribution*.

Group members must be able to participate in *action* to become a true team.

And each must be permitted to contribute to the *action* for a group to generate a life of its own.

Giving money or things to a group are both a form of participation and contribution. But while this is an important matter, it does not involve actual *action*. Thus a contributor of money or objects to a group is yet withholding himself and his time. One should seek contribution of money and things. But the status granted for this is that of patron or associate, not of a true *member* of the group.

Thus one must sharply differentiate in giving out "membership" cards between the contributor of money or things and the action member, by always calling the money contributor an "associate" or a "patron" and the time and effort contributor a "full member" or a "true group member" or an "active member" on the card. An active member should have a full credentials card with picture, thumb print and description. An associate just a name typed on a card.

Groups that become members of the Gung-Ho Group are in fact "Associate Group Members". They receive a large certificate as Associate Group Members of the local Gung-Ho Group, as issued by the local Gung-Ho Group.

TRUE GROUP MEMBER

The True Group Member is part of the org board, has a post on it and has duties relating to his department.

Where there is more than one person in a department (of which there are 18 on the Basic Board) his title is the department name plus a function such as "Recruiting

Letter Write?' or "Communications Telephonist" or "Master at Arms Inspector".

MEETINGS

The group should "meet" 2 or 3 times a week on exactly scheduled evenings or weekends. Saturday and Sunday afternoons.

These evenings or afternoons should be those which normally are not connected with events. For one thing the group members will be free and for another, people will be home.

The group transacts the bulk of its work according to the posts of members during its meetings. It doesn't have meetings and then at some unnamed time in the week get its group work done. It gets its group work done and works as an organization during meetings, each to his own post.

As the group gets affluent it should hire a permanent communicator who keeps the telephone manned and handles things during the week days. **FAILURE TO KEEP A TELEPHONE MANNED AND FAILURE TO ANSWER MAIL CAN NULLIFY ALL THE WORK OF THE GROUP.**

So, to begin, the group should have at least an answering service or somebody's phone,

The group also has to have a mail address and a letterhead.

OFFICE SPACE

A typewriter, some chairs and office space of some sort are important to a group.

No big outlay is needed at first. But the sooner a group gets something like permanent quarters the better off it will be.

COMM SYSTEM

The group should have a "Comm Center" in some safe place where it meets.

A Comm Center is made up of baskets-the "beanstalk" type are best and **EACH GROUP MEMBER HAS HIS OWN BASKET WITH HIS NAME ON IT.**

The Comm Center is best laid out directly below an org board and exactly follows the org board, in that several baskets are under part of the board and relate to that part of the board, with the most senior baskets highest.

In this way one can locate the person on the org board and locate his basket at a glance.

People sort into others baskets and empty their own basket. Notices can be distributed, etc.

The Communicator takes care of the baskets and posting all Boards.

TARGETBOARDS

There are TWO different Target Boards.

One Board is for the Gung-Ho Group, this gives the targets per department for current long range actions of the group itself.. It is called the "Gung-Ho Group Target Board". The other Board is the Community Target Board. On this is posted the long range targets of the Community and the short range targets of the various Civic groups.

Targets are typed on a slip of paper and put under the Department's name.

Various systems of posting can be used. **THE MAIN THING IS TO POST THE TARGETS.**

When short range targets are done they are marked off as done. When all short range targets are done, the long range target they made up is done.

GROUP ORGANIZATION

The principle and success of a true group organization is each member does his own specialized part.

When you have a "group" where everyone in it each one does all the jobs, you don't have a group, you have chaos. The group won't expand.

Thus each group member is responsible for his own job as assigned.

HATS

On a train, a locomotive engineer and a conductor each wear a different kind of hat. You will notice that various jobs in the society are designated by different *hats*.

From this we get the word HAT as a slang term meaning one's specialized duties. This is one's *hat*

Usually when a person has been on a job awhile he knows what it consists of. He then should write up his HAT, meaning in this case a folder which contains past orders and directions which outline his job plus his own summary of his job.

When one is transferred or leaves a post he is supposed to "write up his hat" which is to say, modernize this summary of the posts.

HATS are kept and assembled and reissued by the Recruiting Officer who is in fact the Personnel Officer of the group and assigns personnel to posts.

It is pretty grim for someone to take over a post newly which has no hat. Thus these hats are carefully preserved, turned in and reissued.

These items, the Org Board, Comm Center, G H Group Target Board, Community Target Board and Hats are the basic items of a group. People and these can be organized into a highly dynamic effective group.

ALLHANDS

An action requiring a huge burst of activity is called an ALL HANDS action.

Thus a mailing to be stuffed in envelopes and mailed, a huge doorbell ringing campaign to get individual purposes, a big drive to persuade civic groups by individual calls-all these are ALL HANDS actions.

Thus a group member has two functions:

1. His post in the group for which he is directly responsible and
2. ALL HAND actions where the whole group pitches in on one fast project.

Wise group leaders do not keep a group continually in an ALL HANDS condition. One of these is good for a sprint. The bulk of a group member's time should be, on his own post, doing his specialized job.

FLOW LINES

It will be noted on the Org Board that it FLOWS from left to right.

A person or particle enters on the left side and flows down to the right side.

This tendency of the board to flow particles from left to right is fine and it's designed to do that.

But also this pull along the board gets into the true group members. They get pulled down the board on their posts. The Recruiting Officer has to watch it to keep from sliding on down into the duties of the last department.

The President also has to watch it as he can get pulled into some lower part of the board and cease to be an overall supervisor of the group and just answer the telephone.

The rule is, where you have a group member who is not doing his job, he pulls others into it. So when a group member finds himself doing another's job you know the other isn't doing his job. This is the prime reason for a disorganized organization.

COMMITTEES

The true group does not appoint Committees ever. That is a way to get no action. The way to get action is to get it done by the proper place on the board.

TRAINING OFFICER

Whatever else he does the first duty of the Training Officer is to teach group members and new group members the Gung-Ho Group policy letters and the functions of the Org Board, Comm Center, Target Boards and Hats.

A primary reason for confusion in any organization is that people don't know the pattern.

The one who has to know these things best is the President. Otherwise he cross assigns duties to the wrong parts of the board.

ACTION

The way to get active is to let people finish the actions they begin.

The way to get no real action is to assign actions to the wrong parts of the board and then prevent people from completing what they start.

A few simple targets actually executed are worth a thousand thought about and not done.

All actions should be assigned to the right people and pushed to full completion.

In this lies the strength of the group.

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 14 DECEMBER 1968

Remirneo All Orgs Div 6 Hats FSMs and Franchise

HOW TO REGISTER

GUNG-HO GROUPS

When a newly started Gung-Ho Group reports in to the Group Officer at the nearest Org, the Group Officer must see that it is registered officially as a recognized Scientology Group as soon as possible. A Group Log is started at the Org in which all data is put down by the Group Officer.

To do this a letter is issued as a temporary measure, to the group. The letter is typed on the Organization white letterhead paper.

The text is as follows:

Date

The Group is hereby provisionally recognized as a valid Scientology Group and is on three months' temporary basis from the above date.

Signed

Public Executive Secretary

Attested

Group Officer

The Group is logged.

A carbon of this letter is kept in the Group Officer's files. This letter is valid for only three months in which time the Group must prove that it is a working functioning body.

At the end of three months if the Group has proved itself the Group Officer mails a certificate packed in a mailing tube.

The text of the Certificate is as follows:

(Name of the Org at the Top)

This is to Certify That

is a valid Scientology
Group

Signed

Public Exec Sec

Dir Cprts & Awards

Group Officer

As a tip one can use as paper for these certificates, the paper used for Bonds or shares which is white and ready-made with a gold or coloured border line. This was used for the old HDA certificate and proved very easy to use. Its size is about 13" x 10" in a medium rectangle.

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Lt. Cmdr. Diana Hubbard
CS-6
for
L. RON HUBBARD
Founder

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All Orgs
Div 6 Hats
FSM Franchise
Students

HCO POLICY LETTER OF 14 DECEMBER 1968
Issue 11

GUNG-HO GROUP COURSES

The following small courses may be taught by GUNG-HO Groups:

1. GUNG-HO Group Organisation
2. MIB Course
3. FSM Course
4. How to Run a Franchise Course

5. Non Technical Mini Courses on Administration.

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HCO POLICY LETTER OF 18 DECEMBER 1968

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Gung-Ho Groups

WARNING
GUNG-HO GROUPS

When doing a survey to discover the targets of the area, you interview the public individual.

YOU DO NOT interview Ministers of State, Government Officials, Presidents or Leaders of groups or firms to discover the targets of the area.

RULE:

INTERVIEWING LEADERS AND PEOPLE IN HIGH POSITIONS = NO TARGETS.

If you interview such people, you will hit "GROUP THINW" and what they suggest as targets are rarely and not necessarily what the public want.

Follow this rule strictly. It is naturally ok to inform officials of what you are doing but do not get involved in "officialdom", only social snobs endeavour to do this. Hobnobbing with people in high positions gets you nowhere in fact it steers you way off the purpose line of Gung-Ho Groups, which is to pull together the community and make a better society.

So get your targets by interviewing the public, i.e. people in the street, workers, housekeepers and shop owners, just to mention a few.

When you achieve this first important step then and only then can you co-ordinate and achieve these targets per P/L 2 Dec 1968 and advance with any progress.

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for
L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 30 DECEMBER 1968

Rernimeo
All Orgs
Div 6 Hats
FSMs and Franchise
Issue to all
Gung-Ho Groups

THE PUBLIC PROGRAMMES OFFICER

In every Org under the Group Officer should be a PUBLIC PROGRAMMES OFFICER.

His hat is to organize and co-ordinate Gung-Ho Groups. He gets them started. His job takes him into the field contacting FSMs, Scientologists and the general public (especially those connected to other groups in the community). He gets these people together and starts a Gung-Ho Group formed as per Policy Letter 2 December 1968. Its members can range from business directors to shop keepers or from charity organisers to Bank owners. The actual committee is made up of local Scientologists in the field.

The Public Programmes Officer having recruited the group together, has the group do a survey from door to door, etc. to discover the targets and purposes of the community in the area. He must get regular reports on their progress and discoveries and co-ordinate their activities.

The Public Programmes Officer stays exterior so that he may co-ordinate. He must not bog down into minor steps.

The Public Programmes Officer NEVER makes up programmes. He gets the *Gung-Ho Group* to put together programmes (which are composed of short range targets given to fellow groups to do to achieve the target found in the survey).

HA TR ULE:-

THE PUBLIC PROGRAMMES OFFICER STARTS, ORGANISES AND CO-ORDINATES GUNG-HO GROUPS.

STATISTIC:-

Number of Public Programmes completed.

and

Number of operating people in Gung-Ho Groups.

Historical *Note*:

This post has been created due to the success of a pilot project started in H.A.P.I. Org in Scotland early this year.

Ron McCann was the original programmes officer (as the post was called then). He started two committees and flooded Scotland with a new interest in the improvement and help of Scotland. Many thanks to him.

L. RON HUBBARD
Founder

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Rernimeo HCO POLICY LETTER OF 31 JANUARY 1969

GungHo
Groups
Div 6

HUMANITARIAN OBJECTIVE AND GUNG HO GROUPS

It is pretty hard to handle a downstat (one with low, declining statistics). It is easy to handle an upstat.

In a world which is taught by the old school that it is a dog-eat-dog, jungle world, one has incompetent governments, wars, pressure groups, conflicts, economic pushes and generally a hard environment in which to operate.

The Humanitarian Objective of Scientology is-TO MAKE A SAFE ENVIRONMENT IN WHICH THE 4th DYNAMIC ENGRAM CAN BE AUDITED.

A suppressed and insecure society is a hard one in which to operate.

The answer then is to generally increase the security of races, groups, individuals.

A true democracy is possible only when the group is made up of sane, thinking individuals. We can produce these and out from them goes a zone of greater security. However, it is perilous to neglect the further out surroundings and it is necessary that one give some thought to other dynamics beyond the first dynamic (self).

We are not engaged in a conquest or to achieve some planned Utopia. All we are trying to do is lessen the turbulence and insecurity in the society, which is the basic role of a church.

By organization and an orderly approach to the problem, we can achieve this in several ways, a main one being Gung Ho Group activities.

1. Gung Ho Group--^{'0}-Z- 0

society what should be done.
asks individuals in the

2. Gung Ho Group publishes the results.
3. Gung Ho Group
contacts Humanitarian group to see what each\ ca do to forward (2).
4. Society revitalizes. \b
5. Auditing occurs on a wider perimeter.
6. Gung Ho Group repeats (1) above.

/11,

Now, if the Gung Ho Group works only with social questions and gets *individual* public citizens to state what should really happen or be done on it, and if getting it done is achieved by liaison with existing groups, and if pressure groups such as political lobbies are ignored if they won't cooperate and other type groups are coordinated, then things will start going right.

Vitality returns to a society when common purposes are restimulated.

At present so many special group interests are so in conflict with other special groups that social progress is impeded.

If you can get *one* commonly expressed purpose these actually done by liaison with interested social or humanitarian groups the knot starts to untangle.

The combined strength of many social groups using all their connections to achieve one gain cannot help but produce it.

Instead of **all the force** vectors lying about in a random confusion, opposing each other, you add up some of the vectors all in one direction and achieve thereby a concentration which brings a result.

Even a small local campaign so coordinated will work.

It *won't* work if you go to groups for the purpose and ignore the men in the street, Groups get individuated. Each group is to some degree attacked or opposed and each-is trying to do something. This brings about a stagnation of action. You also get a disinterested, often disloyal society. You get dope addiction, immorality, bad indicators in general,

A real society is one in which the majority are going in some direction toward a desirable goal. But it has to be *their* goal. This rekindles interest, action and hope. It revitalizes society.

Also *we* begin to stand for something they all stand for.

If as we progress a lot of people also get processed, then there's also the effect of their beneficial influence added to it.

Example: We poll an area or a country regarding desirable social targets with "What should be done to improve human rights?" We get a *lot* of answers. We boil these down to an honest common denominator. We find whatever we find. Maybe it's "Parking tickets should be given to the person, not left on cars". So we liaison with any and all civic groups and put this up to them. What can each one do about it. We keep it rolling. Suddenly the practice is effected. People wake up to the fact that something can be done about something. So we do it all over again, using perhaps the same original question to individuals.

Now *that* example is developed from a preconceived question.

You can do it with a much more general approach.

"What should be done in this city to better it."

The choice of the question of course to some degree regulates the campaign. The improvement of human rights will be found to be very generally acceptable.

If you choose a question which then runs too contrary to the forces of law and order, even more confusion will result. So one tries to get a theta approach to things.

People are usually able to agree with getting something stopped. This is not always bad. Sometimes that's all you *can* get them to agree with.

Today we have government by special interest. It ignores to a huge degree what the average citizen really wants. This winds up usually in some weird special interest Utopia mess like the book George Orwell's "1984". The number of Utopia planners around would amaze you. The average individual shuns Utopias like the plague. One has to go to the individual member and go to many individuals in many strata of society to find out what's really wanted. It's usually pretty simple.

The way the question is worded should guide toward a simple action, not some long term complex action.

A lot of actually done, easy actions each one completed will straighten out a lot of vectors.

The HCO Pol Ltrs on Targets can help. The one purpose selected via individuals becomes a Major Target for the programme.

Our overall Major Target is of course our Humanitarian Objective, with Son Orgs and Gung Ho groups as Primary Targets and keeping Son going as a Vital Target and Revitalizing society as the Operating Target.

Each programme developed by polling individuals has the majority goal as its Major Target.

We are weary of rule by Special Interests. It's about time we helped make a society of which every one can be proud and where they all win.

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Rernimeo
All Orgs

HCO POLICY LETTER OF 26 DECEMBER 1968
Issue II

Div 6 Hats
FSM and Franchise

GUNG-HO GROUP TECH

A principal piece of Gung-Ho technology is HCOB-HCO Pol Ltr 26 Dec 68 THE THIRD PARTY LAW.
All Gung-Ho group members should star rate on it, and why:

The Third Party Law is important to Gung-Ho activities since if all groups are to pull together, the reasons why groups fight groups must be well known to Gung-Ho group members. Only by knowing this and using the tech can a Gung-Ho group bring peace and coordination to members of the community who are in conflict with others.

"Pull together" will not happen when two groups or two beings are in active conflict in the area.

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HCO POLICY LETTER OF 1 JUNE 1969

Dianetic
Course

THE MOST FUNDAMENTAL ERRORS

The Dianetic Counseling Group.

The most fundamental errors a Dianetic Counseling Group could make would be to use other than straight, standard Dianetics, and be "not quite with Hubbard" or to call itself something else than Dianetics.

SUCH A GROUP WOULD NOT HAVE PEOPLE LONG.

In all the years of Dianetics and Scientology, every group or activity that has given out "we don't quite agree with Hubbard butor have called themselves psychology, etc, have been short-lived. The public simply stays away in droves! Such groups get into trouble financially, dwindle then die.

There have been dozens, slightly off or wholly defiant, and it has happened time and time again. They have all gone. Not because we have done anything about them, but they were doomed by the public which at the first whiff of alter-is or non-Hubbard avoids them utterly.

We don't know of any group which has survived this.

So be very sure in your Dianetic Counseling Group to stay on line and Standard, and acknowledge fully the source of Dianetics, L. RON HUBBARD. Never make these fundamental errors or permit them to be made in your group. And maintain always your official regular connection with mainline Dianetics and Scientology.

These are cold hard facts based on 19 years of experience with groups.

WE WANT YOU TO PROSPER.

Tony Dunleavy

LRH:TD:cs.ei.rd Planning and Training Aide
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HCO POLICY LETTER OF 25 JULY 1969

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Public Divs
Dianetic
Counseling Groups

DIANETIC COUNSELING GROUPS I

Introduction

The potential of application of Dianetics in society is so phenomenal that an urgent need for basic organization has arisen.

DIANETIC COUNSELING GROUPS have been created to fill that need.

The 1950 text of "DIANETICS, THE MODERN SCIENCE OF MENTAL HEALTH", by L. Ron Hubbard, has sold millions of copies and produced endless miracles around the world.

STANDARD DIANETICS is much simpler in application and has far greater results.

It is well expected that Dianetic Counseling Groups and their members will become builders of a new era of health and well being for mankind. The sights are high, but Dianetics has already touched the lives of many millions and will through STANDARD DIANETICS bring about a saner society.

The following series of texts are each based upon the philosophic and practical principles of organization that have been evolved in the 19 years since the first Dianetic Group was formed by L. Ron Hubbard.

These principles work. They are the results of those 19 years and more experience with groups of all sizes. A complete study of each text will bring you to a complete understanding of exactly what is involved in bringing into existence a successful and expanding Dianetic Counseling Group.

They will eventually be compiled into a new book on group organization. In the meantime take each as you receive it and file it in consecutive order, and you will have all the data you need to start, run and organize a successful Dianetic Counseling Group.

Good luck, we are working together to make a world of happy well human beings freed of the present time problem of their bodies now able to move on up to the Scientology results of a free, powerful and immortal being.

W/O Ken Delderfield CS-6 and Flag Public Officer for L. RON HUBBARD Founder

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DIANETIC COUNSELING GROUPS 2

Purpose

For an organized activity to persist and expand it must have a worthwhile purpose to which its members and activities are aligned.

The purpose of a DIANETIC COUNSELING GROUP is:

TO CREATE AN ENVIRONMENT OF WELL HAPPY HUMAN BEINGS WHO BEING FREED FROM BODILY CONSIDERATIONS AND THE PRESENT TIME PROBLEM OF THE BODY CAN NOW ACHIEVE THE SCIENTOLOGY RESULTS OF A FREE, POWERFUL AND IMMORTAL BEING.

To this purpose there is no hidden, secret intention, it is purely and simply as stated.

It is envisioned that with the expansion of the group and others like it, sanity and calm will spread into the society around as people become aware of the fact that someone really can help them and as they themselves become well, their attention freed from being fixed on their body.

A well society is a sane society.

A being who is stuck with pain and suffering, much of which is so suppressed he is hardly aware of it, cannot be at ease with his fellows and cannot easily achieve the spiritual freedom that he seeks.

The purpose of the group is to ease this and make well happy human beings, who, freed from bodily considerations and the present time problem of the body can move on up to the spiritual freedom achievable through Scientology.

You will probably be the first Dianetic Counseling Group in your area and as such you have the responsibility for the whole area. This is not something to be afraid of, but a challenge to rise to. Never before has anyone had the precise rapid power to relieve the suffering of mankind that you have.

The Pastoral Counseling procedures you will be using are unique in their precision and results.

To date, people have been subjected, in the name of "mental healing" to brutalities even torture and murder. "Mental Healing", apart from Dianetics, has not been developed in recent centuries as a science or study to relieve man, but rather has been aborted to use as a means of political control. Treatments such as electric shock have killed or permanently crippled millions through the violence of the convulsions it creates. Pre-frontal lobotomy makes man into a vegetable. It is true it calms him down, but he can never become well again, if he even survives the operation. Drugs can kill through the severity of their effects on the human body.

"Mental healing" has become almost totally associated with brutality and control and is used for the most sordid purposes.

Your purpose is pure, you are unique,

You will do well to place a sign, in a place that it is clearly visible, stating:

"THIS GROUP EXISTS TO CREATE AN ENVIRONMENT OF WELL HAPPY HUMAN BEINGS WHO BEING FREED FROM BODILY CONSIDERATIONS AND THE PRESENT TIME PROBLEM OF THE BODY CAN NOW ACHIEVE THE SCIENTOLOGY RESULTS OF A FREE, POWERFUL AND IMMORTAL BEING."

Also place another sign not quite as bold:

"This group 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, our associate organizations are fought ceaselessly by those who seek domination of this country through 'mental treatment'. You are safe so long as we live."

Place these well so that visitors know exactly what you stand for.

The whole of your activity will be aligned to this purpose and you will progress to the degree that as a group you agree with and follow it. This is what Dianetics is for.

Your power in the society will be judged by your ability to make good this purpose.

The technology of Dianetics is refined to the point that applied exactly, as your auditors are taught, and backed up by Scientology review, you cannot fail, you will succeed 100%.

Your purpose takes you right into the public, you will be contacting many people.

The product that your group will deliver is one that has been searched for since time immemorial, it is your task to deliver that product exactly and flawlessly.

Within the society there is no other group which has the technology to do what your group will be engaged in. You will be in competition with no one.

In applying Standard Dianetics you will work in co-operation with Medical Doctors, and in some cases they are essential. It is important that a working understanding be established between the Dianetic Counseling Group and a local medical doctor or clinic. This is covered fully in a later paper.

The position of the group is to be operating harmoniously within the society, providing a product which is needed and wanted by that society, and where necessary in liaison with a doctor or clinic.

Backed up by the local Hubbard Scientology Organization the group will play a valuable role.

W/O Ken Delderfield CS-6 and Flag Public Officer
for L. RON HUBBARD

Founder

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HCO POLICY LETTER OF 25 JULY 1969
Issue III

Remimeo Public Divs Dianetic Counseling Groups

DL&NETIC COUNSELING GROUPS 3

**DIANETIC COUNSELING GROUPS AND
SCIENTOLOGY ORGANISATIONS**

You are not expected with this group to be just thrown to the wolves and left to fend for yourselves; that would defeat the purpose of organisation.

There exists within Dianetics and Scientology a well founded and well proven system of organisation. You will operate within this framework.

Just as the individual trying to do it all alone, risks being overwhelmed, so the small group, especially when inexperienced, will not progress and expand as well if it is not backed up.

This manual gives you the data to operate independently and you will be responsible for your own actions. However you will be registered with the nearest Scientology Organisation whose Director of Field Service will keep an eye on your progress, lend assistance when needed, communicate regularly with you and send you the latest information that will be of value to you.

His assistance will also be moral; you know that he represents a technology and organisational system that has been operating successfully and expanding for 19 years on all continents, making people happy, well and more able and withstanding all difficulties. Your nearest Scientology Organisation will be responsible with you for seeing that your group survives.

You will direct persons who have been trained and processed to the highest level available at your group, to that Organisation for higher level training and processing. A commission will be paid to your group on all fees paid for services taken by your selectee, for which you selected him.

Your nearest Scientology Organisation will in turn assist you with training programmes for your own group's staff to increase your operational ability. Contact the Director of Field Training for details of these training programmes.

Until you have your own Scientology Review Auditor, the nearest Scientology Organisation will provide review facilities when needed by your preclears.

The Organisation will have other Dianetic Counseling Groups operating within its area and will be familiar with the problems you encounter. It will not do your work for you, but will assist you to overcome any obstacles you encounter. As a group you will have a challenging future, you will be given every assistance, but you make your own survival.

W/O Ken Delderfield CS-6 and Flag Public Officer
for L. RON HUBBARD Founder

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HCO POLICY LETTER OF 25 JULY 1969
Issue IV

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Dianetic
Counseling Groups

DIANETIC COUNSELING GROUPS 4

**STAGES OF FORMING, INCREASING, AND EXPANDING
A DIANETIC COUNSELING GROUP**

WHY A GROUP?

We don't ever expect an isolated individual to go out and audit all by himself. We expect him to audit as part of a team because he is going to have case failures if he doesn't. The best auditing results are obtained from teamwork.

One person on his own would be liable to overwhelm by the amount of work that would be built up. It will not be the pure auditing that will overwhelm him, but the other essential hats that he will have to wear. By forming up a group to hold these hats, each one covered, he will be successful and, well run, the group will expand.

GENERAL OUTLINE

The following is a general outline of the formation, increase and expansion of a Dianetic Counseling Group.

It is set out in easy stages, each one of which has a useful and profitable product. Even while the group is still forming up and before it even has a trained Hubbard Dianetic Counselor, the group can be selling and, distributing books, which names and addresses of buyers collected, forms the basis of future auditing prospects.

STAGE ONE-BOOKS

Activity: Sells books.

1. Get a group together.
2. Form up the group, appoint personnel to posts.
3. Send one or more of the group to the nearest HSO for training on the Hubbard Standard Dianetics Course, as a Hubbard Dianetic Counselor.
4. Register the group with your nearest Hubbard Scientology Organisation (HSO) Department of Field Establishment.
5. Train up the personnel on their respective posts, and the lines and activities of the group.
6. Send the person who will supervise the Introductory Course for training at your nearest HSO.
7. Get the legal status of the group sound and regular. Register the business name of the group. The Counselor will, especially in the US, be a minister, and the group should be registered as a religious fellowship.
8. Sell and distribute Dianetic and Scientology books widely. Collect the names and addresses of all buyers. A card is inserted in the back of every book, inviting buyer to write the Letter Registrar of the group for more information.

STAGE TWO-INTRODUCTORY COURSE

Activities: Sells books, runs Introductory Course.

9. Get some modest economical quarters in a population dense area.
10. Upon the return of the Introductory Course supervisor commence running the Introductory Course. Sell books to every student.

11. Continue to sell books widely and collect names and addresses of every buyer. Ensure every inquirer is sold a book.
12. Get in a sound Central Files/Letter Registrar Activity.

STAGE THREE-STANDARD DIANETIC AUDITING

Activities: Sells books, runs Introductory Course, delivers Standard Dianetic Auditing. Selects persons to nearest Scientology Organisation.

13. Commence delivery of Standard Dianctic Auditing upon the return of your Hubbard Dianetic Counselor. Failed cases and pcs in trouble are routed to nearest HSO Qual Div for Scientology Review.
14. Increase the group's income by selecting all completed pcs to nearest HSO for Scientology auditing and training.
15. Form a liaison with a competent medical Doctor or Clinic.
16. Continue to send staff as feasible for training as Hubbard Dianctic Counselors (HDCs) or Hubbard Dianetic Graduates (HDGs).
17. The full group can work mainly in the evenings and weekends while auditing continues all day. A receptionist would be needed during the days to handle callers and sell books.

STAGE FOUR-HSDC

Activities: Continues all earlier successful activities especially book sales. Delivers Standard Dianetic Auditing, selects to Orgs, runs Hubbard Standard Dianetics Course.

18. As group expands fill vacant posts with completed pcs and Introductory Course graduates and wherever possible HDCs or HDGs. Ensure all staff are successful cases. No failed cases on staff.
19. Keep tech admin ratio of one tech for every two admin by sending more staff for training on HSDC or hiring HDCs.
20. When more than one auditor auditing, send best auditor for HSDC Supervisor's Course. (Makes a HDC into a HDG.)
21. Commence HSDC upon return of Hubbard Dianetic Graduate (HDG cert gives right to supervise HSDC course).
22. Get in a cramming section with another HDO in charge.

STAGE FIVE-SCIENTOLOGY REVIEW

Activities: Continues all earlier successful activities. Sells books, turns out excellent Hubbard Dianetic Counselors, delivers flawless Standard Dianetic Auditing, selects to Orgs, normally handles most failed cases and difficult pes in own Qual.

23. Encourages all HSDC course graduates to join group, or start own groups.
24. Send best auditor for training in nearest HSO Academy as a Scientology Auditor to Class IV.
25. Flood out letters from Letter Registrar.
26. Get in Qual Div upon return of Scientology Class IV auditor. Handle failed and difficult cases with Scientology Review.
27. Send to nearest HSO Qual Div for Class VIII Scientology Review any case beyond the skills of the Class IV. Leave no failed cases in the area to cause later trouble.
28. Get in staff training under Qual so all staff know their own posts and functions of group well.
29. Select heavily all completed pcs and students.

STAGE SIX-BASIC COURSES

30. Send a staff member to nearest HSO for training as a Communication Course Supervisor.
31. Get in a Communication Course for indoctrination of all new pos.
32. Begin to run weekdays as income warrants. Do not decrease evening or weekend activity to do so.
33. Get all untrained staff onto HSDC in their off (non working) hours.

STAGE SEVEN-CLASS VIII

Activities: Continues all earlier activities. Group runs days, evenings and weekends, sells books, runs Introductory and Communication Courses, delivers flawless Standard Dianetic Auditing and turns out excellent Hubbard Dianetic Counselors, selects to Orgs, handles all failed cases routinely.

34. Send more HDCs for training to Class IV at nearest Academy (HSO).
35. Send best Scientology Auditors to a Saint Hill for training to Class VI.
36. Class VI Scientology Auditor upon return to group increases percentage of success on cases. Fewer need now be sent to HSO Qual Div. Routinely handles failed cases and difficult pcs so no unhappy pc ever goes out the door.
37. Send best Class VI to AO for Class VIII or procure a Class VIII.
38. Class VIII takes over Qual. Handles all failed cases never letting an unhappy pc out the door. 100% results.
39. Maintain high standard of training and auditing.
40. Pick up any earlier failed cases which slipped by.
41. Get in staff status system.
42. Step up promotion.
43. Select to local Org, Saint Hills and AOs.

STAGE EIGHT-A FULL SCIENTOLOGY ORGANISATION

Activities: All previous successful Dianetic activities. All Scientology services up to the level that the Org has auditors and supervisors available who are qualified for those classes.

44. Should you now wish, the group can be expanded into a Scientology Org, delivering, in addition to all current Dianetic services, Scientology services, issuing a magazine, opening further groups, setting up an FSM system.

W/O Ken Delderfield CS-6 for L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 25 JULY 1969
Issue V

Rernimeo
Public Divs
Dianetic
Counseling Groups

DIANETIC COUNSELING GROUPS 5

Group Formation

A Dianetic Counseling Group is easy to form, run and expand. It is based on a successful pattern that has endured and brought about expansion.

The group in its organisation uses the necessary amount of organisation to allow for maximum production. If there are only three people the organisation is very simple.

If there are twenty people the organisation is still simple, but there is much more of it.

The basic cycle of the formation of a group follows the following pattern.

Somebody there then

Worthwhile purpose then

Somebody taking responsibility for the area or action

then

Form of Organisation well planned then

Form of Organisation held or re-established then

Organisation operating.

Starting the Group

To start the group then requires that one person first of all examine the area and decide he is there, for him to look at the purpose of the group and feel that it is a worthwhile purpose, and then for him to feel that he can take responsibility for the area or action of making people well and happy in that area and for him to actually start taking responsibility by telling his friends.

That is the genus of the group. The individual gets two or three or more friends in agreement with the idea of the group and then the organisation must be planned and brought into existence.

A Meeting

The first step of organisation is that a meeting time is arranged to make plans, and allocate duties and responsibilities.

Form of the Group
Appointing Personnel

The form of the organisation has been well planned as given on the Org Board and is fully explained in a later section.

Each member of the group will need to be appointed to a post to which he is suited.
A post is only held by one person at a time, but one person may hold more than one post.

The Org Board is always filled from the top down, that is to say the most senior post is always filled first. If there are only a few people then they hold the most senior posts, and also do the work of each of the posts below them on the Org Board.

A lower post is not filled while leaving a higher post vacant. The higher post is filled and the lower post or posts held from above.

As new people join the group, the lower posts can be turned over to them and filled.

While appointed to a higher post, lower posts being vacant, the functions of a lower post may predominate. This does not alter the rule that the Org Board is filled from the top down.

Posts are allotted according to an individual's ability, past experience and interest in the post. When a choice exists, a person of higher ability is always appointed to a higher post in preference to a person of lower ability. Ability is measured not by opinion, but by the person's ability to raise statistics and produce the product of the particular post.

Initially appointments will have to be made from a person's past experience and interest in doing the job. At the meeting it is found that one has a lot of experience working with the public and enjoys talking with them and getting out and meeting with them. Another prefers just talking with individuals in a quieter atmosphere. There you have a person to handle public and another to handle registering people once they have come to the group for service. A happy approachable person is appointed receptionist and so on.

Do not fill a post with a person who is not willing to take full responsibility for it.

The first step in a person taking over a post is his *acceptance* of the post and the responsibility it entails.

The group member who had the original idea for the group would normally be the President (unless he was the only auditor in the group when it would be filled by another). The one who enjoyed public work would be the Public Executive and so on.

Each of the most senior posts is filled by the person most suitable for it, and he performs its functions, as well as the functions of any post left vacant beneath Wm.

Hubbard Dianetic Counselor

To operate at all a Dianctic Counseling Group must have an auditor trained up to the level of Hubbard Dianetic Counselor, and later in order to run the Hubbard Standard Dianetics Course must have an auditor trained to the level of Hubbard Dianetic Graduate, the next higher qualification.

So it is agreed that one or more members of the group (unless one or more of its members is already trained) will go to the nearest Hubbard Scientology Organisation, Francliise or existing Dianetic Counseling Group and do the Hubbard Standard Dianetics Course.

It does not matter, in fact it is desirable, if more than one member of the group is or becomes an HDG, the more the better. But one is of course the minimum.

Registering the Group

In order to be sure of receiving all the latest information, to receive assistance in training the group's staff, to participate in awards the group is registered as a Dianetic Counseling Group with your nearest Hubbard Scientology Organisation.

This is simply done. Just contact the Director of Field Establishment, at your nearest Hubbard Scientology Organisation.

Post Training

With each of the group's members appointed to a post, the next step is to train each person on his or her own post, as well as its relationship to other posts, the group as a whole and the public.

Basic materials concerning the operation of Dianetic Counseling Groups are

studied (as are contained in this series) with each group member paying particular attention to the materials which apply to his or her own post, and Division. However the best group members will be found to understand not only their own posts, but also know the duties and functions of the other posts in the group. Executives and the President of course must know the duties and functions of all the posts in the group.

Next a basic very fundamental statement of the group member's job-a complete simple statement is taken and the following is worked out in clay;

(a) Work out the Group in relation to the HSO and the public in clay.

(b) Work out his job in clay in relation to the rest of the group.

(c) Work out his job in clay in relation to his job and himself.

Each bit of everything in clay is labelled.

When each member of the group has completed the above some "dummy" training runs should be made, with members of the group going through each of his or her post actions with other members of the group acting as public. In this way the lines of the group can be established and grooved in and made smooth before any public are handled.

Introductory Course Supervisor

The Introductory Course Supervisor will need to be trained in course supervision at the nearest HSO, and their Department of Field Training will also assist in the post training of the other group members, provision of materials, etc.

The Introductory Course provides an activity for those who after reading a book do not sign up for processing right away.

Legal Status

The group will need to be registered according to local law. It should be made sound and regular right from the beginning. Register the business name of the group.

The local Org's Dept of Field Establishment will be able to assist you as they will be familiar with other Dianetic Counseling Groups in the area.

The group's Hubbard Dianetic Counselor will, especially in the US, be a minister, and the group should be registered as a religious fellowship.

Sell Books

Selling books is the group's entrance point to entirely new people.

The importance of selling Dianetic and Scientology books cannot be too highly stressed.

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. And of course the more people the more income.

To promote you must have a full mailing list. It is the size of a group's mailing list and the number of mailings and letters to it that determines the gross income of the group.

AND IT IS BOOK SALES THAT GIVES YOU A *GROUP MAILING LIST*.

A book sold today is a pc or student tomorrow. Book sales today form tomorrow's income.

Books sales and the resultant name and address form the basis of all future procurement, so don't neglect them.

Advertise books using the cover as the cut (use a photo or reproduction of the cover as part of the advert). ..

Every book sold must have a "request for more information card" in it addressed to the Letter Registrar of the group.

INVOICE EVERY BOOK SALE. WRITE BUYER'S FULL NAME AND ADDRESS ON EVERY INVOICE. Religiously collect name and address of every book buyer. This collectively is the *GROUPMAILING LIST*. A copy of the invoice goes in a CF (Central File) made out for the person,

Spend book income on buying more books and on advertising and selling books.

Buy books in quantity for discount, either through your local Org or from Pubs Org.

Sell books to bookstores (ensure they all have request for more information cards in them). Sell them at fairs. Knock on doors and sell books. Sell books.

Book sales form the basis of your future income.

Group Quarters

The group will need quarters. No big outlay is needed at first. The group can even get started in one of the member's own homes. But the sooner a group gets something like permanent quarters, preferably in a busy area, the better off it will be.

The group is going to be handling the public, and in its conception it is very important that this fact be confronted. Some might be happy to hide themselves quietly away somewhere where few people will find them, but truly your own success and well being as a group can depend on your thrusting yourselves out and letting your purpose be known. This comes under taking responsibility for the area or action.

Whatever the location of the quarters they should convey a good image. A downstat image can shake public confidence in Dianetics, and cost a group a large part of its income and lead to trouble in an area. By showing a good group mockup you are a living example of what Dianetics can do. Premises, particularly the entrances and interview and service areas should be neat and uncluttered.

Some successful groups have established themselves in shop premises in fairly well known areas.

In the windows are displayed posters and the books to be sold with an invitation to buy.

Inside space is needed for reception, a room for the registrar, space for the cashier and ethics officer, a large room for public meetings and the Introductory Course, and later the Hubbard Standard Dianetics Course, and several smaller rooms for auditing, as well as space for administration. The bulk of the space is given over to service delivery; auditing, training and Introductory Course and the least space to admin.

As the group grows it will need more space, particularly extra auditing rooms and training area, and if this can be arranged economically right from the start so much the better.

Compiled by: W/O Ken Delderfield CS-6 and Flag Public Officer from the organisational policy of Scientology for L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 25 JULY 1969
Issue VI

Remirneo Public Divs Dianetic Counseling Groups

DIANETIC COUNSELING GROUPS 6

THE ORG BOARD

Successful Organisation depends upon an agreed upon pattern that forwards the needs of the purpose of the organisation and allows the group of persons involved to each carry out a function which is useful and productive and results in the group as a whole accomplishing its purpose.

There are two fundamentals involved.

1. The actual diagrammatic pattern of the organisation showing the divisions, departments, their personnel, functions and lines of communication. This pattern fully drawn out is known as the Org (Organisation) Board.
2. The 'Policy' of the organisation. Policy is derived from successful actions and is the agreed upon way that the actions of the group are carried out successfully. These actions are in written form and are followed exactly.

By your knowledge and certainty of the pattern of operation (Org Board) and implementation of the proven successful actions (Policy) your Group will come into existence and operate simply and with minimum confusion.

The Org Board and Policy are in no way intended to suppress your individual production, it is simply to permit each one of you to be productive individually and yet be co-ordinated as a group and thus move in a single direction forward.

If you can imagine a group not in agreement on the basic pattern you will have something like this:

-maybe you go forward, but it's agony and pretty purposeless.

If you are in agreement and are not on each other's toes you have:

/,W

Agreement

Co-ordination

POWER

Instead of all the force vectors lying about in a random confusion, opposing each other, you add up the vectors all in one direction and achieve thereby a concentration which brings a result.

You also have a very happy group with a high level of ARC.

THEORBOARD

The Org Board used by the Dianetic Counseling Group is philosophically based upon the most workable pattern that exists in the Physical Universe at present, which is Man.

Man is set up as follows:

First there is the 'Thetan' (spirit, he himself) *which is* the source point of ideas and purposes.

Then there is the mind, which can be likened to the data collection centre and file. Then the body, which moves in the physical universe and creates effects initiated by the thetan, thereby creating a product.

Thus the thetan conceives of an idea, the mind is referred to for data and to relate the idea to the environment which the person is operating in, and then the body is directed to put the idea into effect and there is a resultant product which can be viewed and corrected or not by the thetan.

Thus we have a pattern.

Thetan

|

Mind

Body

> Product

with the product matching the original idea of the thetan.

To get a further, clearer look at how this develops and its simplicity consider an artist about to do a picture.

First, he the artist, the thetan, conceives of the need to paint (the purpose might be to make money) and gets an idea as to what he wishes to paint.

He then through the mind communicates to get perception of the subject upon having gathered sufficient perception plans the execution of the painting. The mind also plans the dissemination *which will* result in a sale of the product. Those are functions of the mind.

He next organises his materials, possibly purchasing some extra and gets into the activity of painting the picture. Those two are functions of the body.

When the body of the painting is done he views the result to see if it qualifies with his original intention and then displays the painting publicly-thus product.

With the successful result, he receives funds to continue his activity and survive.

We can now compare this to the Dianetic Counseling Group and come up with the basic pattern of the group which will give the product of 'well and happy human beings'.

The 'thetan' is responsible for the survival of the whole activity and is senior to mind, body and product. We will call the thetan of the group-the *GROUP PRESIDENT*.

The mind basically is a mechanism which receives and relays information and which relates present information to past information. Thus mind is called the *COMMUNICATIONS EXECUTIVE*.

The body is a mechanism which moves and handles material and production and is represented by the *ORGANISATION EXECUTIVE*.

The product of the organisation is something which is viewed by other persons

and if liked encourages them to participate thereby creating expansion. It is represented by the *PUBLIC EXECUTIVE*.

THETAN

Group President

7

MIND

BODY

PRODUCT

Communications
Executive

Organisation
Executive

Public
Executive

The four basic personnel are now in existence.

In the Dianetic Counseling Group *MIND* there are two main functions, communications and dissemination.

Thus the COMMUNICATIONS EXECUTIVE has two divisions under his responsibility.

DIV 1. COMMUNICATION DIVISION headed by the Communications Secretary

DIV 2. DISSEMINATION DIVISION headed by the Dissemination Secretary.

Each of these divisions, following the thetan, mind, body, product pattern contains three departments (when the group gets above 50 a third division will be added under the Communications Executive and under the Org and Public Executives and these too will follow the thetan mind body product pattern).

For the *BODY* of the group, again there are two basic divisions. The one which handles the energy of the group (money and materials) such that two, the activity of Dianetic auditing and training can take place.

Thus the ORGANISATION EXECUTIVE has two divisions under him.

DIV 3. TREASURY DIVISION headed by the Treasurer

DIV 4. TECHNICAL DIVISION headed by the Technical Secretary

The *PRODUCT* of the group, under the PUBLIC EXECUTIVE has two divisions.

DIV 5. QUALIFICATIONS DIVISION headed by the Qualifications Secretary

DIV 6. PUBLIC DIVISION headed by the Public Secretary.

The Qualifications Division ensures that the results qualify with the original intention, and if not, to make the necessary corrections such that the results are 100% standard.

The Public Division is in contact with the public and makes known the product of the group, and Raises with other groups newly formed.

POST THE ORG BOARD

The Org Board of the group is posted conspicuously. It is best done on a varnished board or a formica board varnished over. Names are printed or typed or DYMO stickered. If the board isn't varnished, tape and DYMO strips can't be pulled off easily and stuck back on to make changes.

The Org Board is always kept up to date with any changes posted AT ONCE.

Christmas red, green and yellow tape is used to separate the different departments and parts of the group organisation.

	Department of Public Success	
	>- Public Success Officer	
zi	Department of Public Activities	
	Public Activities Officer	
	E Department of Public Planning	PUBLIC RELATIONS OFFICER
	Public Planning Officer	
co		
wi	Department of Certificates and Awards	
x	> Certs and Awards Officer	
uj	F: ~ U:	
	2 -- M Department of Review	Cramming Officer
	w o Review Officer	SCIENTOLOGY REVIEW AUDITOR
	>	
	Department of Examinations	EXAMINER
o	Examinations Officer	
	w Department of Processing	Case Supervisor
	Processing Officer	HUBBARD DIANETIC COUNSELORS
	z Department of Training	HSDC COURSE SUPERVISOR
o	Training Officer	
	Department of Technical Services	
F-	Tech Services Officer	
- se =:.) -		
	Department of Materiel	
CO X	Materiel Officer	
C= W		
o		
	Department of Disbursements	
	Disbursements Officer	
	5; Department of Income	CASHIER
	Income Officer	
z	Department of Registration	REGISTRAR
~>-	Registration Officer	
P- = ~		
<< F--		
	Department of Publications	
a	Publications Officer	
CD W	w w 5;	
>	E; Department of Promotion	
	Promotion Officer	
o C.-		
= W	w Department of Inspections and Reports	
n <<	Inspections and Reports Officer	ETHICS OFFICER
o	Department of Communications	
	2 COMMUNICATOR	
	>	
	Es Department of Routing, Appearances and Personnel	
q	Personnel Officer	RECEPTIONIST

Compiled by:
W/O Ken Delderfield CS-6
and the Flag Public Officer
from the organisational policy of Scientology

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for
L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 25 JULY 1969
Issue VII

Rerniraeo
Pub Divs
Dianetic
Counseling Groups

**DIANETIC COUNSELING GROUPS 7
COMMUNICATION SYSTEM**

Comm Centre

The group should have a "Comm Centre" in some safe place where it meets.

A Comm Centre is made up of baskets-the "beanstalk" type are best and EACH GROUP MEMBER HAS HIS OWN BASKET WITH HIS NAME AND POST ON IT.

The Comm Centre is best laid out directly below an org board and exactly follows the org board, in that several baskets are under part of the board and relate to that part of the board, with the most senior baskets highest.

In this way one can locate the person on the org board and locate his basket at a glance.

People sort into other baskets and empty their own basket. Notices can be distributed, etc.

Comm Baskets, Desks & Chairs

Every group member has a desk and chair. The Counselor of course can be in his auditing room and Course Supervisors in the course room.

In addition to the basket in the Comm Centre stacks each group member has a three basket station located by his or her desk.

The top basket labelled "*IN*" should contain those items which are still to be looked at.

The middle basket, labelled "*PENDING*" contains those items looked at but which cannot be fully handled immediately.

The bottom basket labelled "*OUT*" is to contain those items which have been dealt with and are now ready for distribution into the comm lines again.

All despatches, letters, traffic and active work are either in the Comm Centre baskets, the staff member's station baskets, or on a desk being worked on. *ALL* active work is always kept visible on the lines, and *no* work may be put in desk drawers or hidden off the lines that is active. In this way the current traffic of the Group is always visible and locatable.

When a despatch is handled, or work completed it is put in the *OUT* basket at one's desk station. At regular intervals each staff member clears his *OUT* basket and takes its contents to the Comm Centre and distributes each item to the next terminal's Comm Centre basket. At the same time he collects any despatches or other items from his own Comm Centre basket and puts these in his own *IN* basket at his desk station.

An *IN* basket is handled by taking *one item at a time and handling it fully*, and then taking the next item and handling that one fully, and then the next and the next and so on. Each is handled in such a way as to *complete* the cycle of action, to handle the matter so that it does not need to be handled again. It is *not* referred as referral is irresponsibility. Executives who refer to others to make a decision aren't executives. They are irresponsible or afraid of responsibility.

Each item is handled fully when it comes your way. It is not handled after a while. If you pick up a dispatch or a piece of work, *do it then*. Don't look it over and

then put it aside. Later you will have to pick it up and read it again. This of course doubles your traffic just like that. One of the best ways to out your traffic in half is not to do it twice. If you look through your IN basket to see what is there *handle what* you find. If you are given a message or datum that requires further action from you then do it right when you receive it.

If you do every piece of work that comes your way **WHEN** it comes your way and not after a while, if you always take the initiative and take action, not refer it, you never get any traffic back unless you have a psycho on the other end.

It is cycles of action completed, that brings about a result. No result at all can occur unless cycles of action are completed (except perhaps an unwanted or even catastrophic result brought about by the failure to act or complete the cycle of action). One causes things by action. Not by thinking dim thoughts. One can be doing an IN basket as simply a spectator. A staff member or executive who is just a spectator to his IN.basket is doing nothing but cultivating Dev-T. (Developed Traffic).

In short the way to handle traffic is to **DO IT**, not to refer it; anything referred has to be read by you again, digested again, and handled again, so never refer traffic, just do it so it's done. Then pick up the next despatch or the next piece of work and complete that, and so on.

SPEED OF PARTICLE FLOW

The**POWER** of an Organisation is proportional to the speed of its particle flow whether these are despatches, letters, bodies, telexes or cables. If it comes your way to be handled, then handle it now. Don't pick up something and put it down again without routing it and getting rid of it. Don't handle a piece of paper twice when it only requires once. Handle it **NOW**, and get it routed to the next terminal.

SPEED OF SERVICE

In the matter of courses and students and pcs and auditing **SPEED** of service is of vital importance.

The prosperity of a business is directly proportional to the speed of flow of its particles (despatches, cables, goods, messengers, students, pes, customers, agents, etc).

To prosper, service must be as close to instant as possible.

Anything which stops or delays the flows of a business or delays or puts a customer or product on **WAIT** is an enemy of that business.

Good management carefully isolates every stop on its flow lines and eradicates them to increase speed of flows.

Speed of service is of comparable magnitude to quality of service and where exaggerated ideas of quality exist they must become secondary to speed.

Only then can a business or group prosper.

Compiled by:
W/O Ken Delderfield
CS-6
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from the organisational policy
of Scientology
for
L. RON HUBBARD
Founder

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[*Note: This policy, originally issued as number 11 in the DCG Series, has been renumbered 7. Nos. 7, 8, 9 & 10 were never issued.*)]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 APRIL 1970

Remimeo Dist Secs Franchise Dianetic Counselling Groups

**THE DIANETIC COUNSELLING GROUP
PROGRAMME**

HCO P/L 14th July 1969, "New Personnel and Expansion", HCO P/L 15th July 1969, "Scn Orgs and DCG Formation" and HCO P/L 8 July 1969, "Franchise, Who May Have One (extension)" are CANCELLED.

THIS POLICY LETTER TAKES PRECEDENCE OVER ANY EARLIER CONFLICTING POLICY.

The purpose of the Dianetic Counselling Group programme is to boom Dianetics in the field. It can be delivered in high volume to the masses anywhere and everywhere.

The more Dianetics there is in the field, the better!

The programme is designed so that people can operate and run Dianetics FREELY. Dianeticists are given a free rein to expand and operate on this planet everywhere. There are no stops or limitations.

A boom in Dianetics will mean a boom for Scientology.

DIANETIC COUNSELLING GROUPS DO NOT PAY 10%*s* to WW OR SCN ORGS.

There are *no* tithes for Dianetic Counselling Groups; its income is its own.

A DCG can be set up by either of the following:-

1. A Scientology Org;
2. A Franchise;
3. An Individual.

These are the ONLY rules that govern the *formation* of Dianetic Counselling Groups (DCG):

1. That the forming DCG does have a qualified Hubbard Dianetic Counselor (HDC), or more and/or a Hubbard Dianetic Graduate (HDG).
2. That a DCG delivers Dianctic Auditing and a Hubbard Standard Dianetics Course, using a certified HDG from a Scn Org as supervisor. Running the Hubbard Standard Dianetic Course is optional, but if conducted, it must be taught by a certified HDG.
3. That a DCG does *not* deliver Scientology services or reviews, but sends such pes needing Scientology review and also its graduates to the nearest Scientology Organization.
4. That a DCG signs a written agreement with its nearest Franchise or Scientology Org to send its pcs needing Scientology reviews, its Dianetic releases and its graduated Hubbard Dianetic Counselors to that Franchise or Scientology Org for higher services.

Rule number 4 applies to DCGs being set up by a Franchise or a Scientology Org and also those set up by individuals who must contact their nearest Org or Franchise and sign such an agreement.

A Scientology Org or Franchise can set up as many DCGs around in its field as it likes, the more the better as it will mean more Scientology business as Dianetic students and pcs come up through the flow lines.

A Scientology Org and Franchise may deliver Dianetic Services too, but it is COMPULSORY for such to deliver Scientology services also. It is their right and prerogative; it is a privilege. The more Dianetics and DCGs it can get delivering in the field, the more Scientology services the Franchise or Org can deliver.

This is the flow line:-



Similar to an FSM used by Orgs, a DCG receives commissions for selections to the Org or Franchise. The Org or Franchise which has a lot of DCGs around it has got it made, It's a business booster and a step nearer to clearing the planet!

Some unlucky Franchises grabbed onto Dianetics for concentration, somewhat neglecting Scientology services. They even tried to monopolize Dianetics for themselves, fighting DCGs off. Further it was revealed after they became insolvent they also only held their Dianetic Courses only 2 nights a week! This eventually blocked the flow through to Organizations and to Saint Hill organizations.

The moral of the story is to get as many DCGs set up for your Org or Franchise as you can ensuring fast service delivery and benefit from the increase of public flow! A DCG also has much to benefit from such a flow.

Scientology Orgs and Franchises play an important role in the expansion of Scientology, Their 10% go to WW for THE PUBLIC DEFENCE AND PUBLIC ADVANCEMENT OF SCIENTOLOGY. This contribution to the team is very vital and appreciated. The above is an important factor in Scientology's existence on the planet.

As an administrative note-to DCGs spreading like wildfire in the field, keep the Distribution Secretary of the local Org advised of any new group(s) set up so that he can give a regular tally to Franchise Officer WW. We can then keep up with the growth and expansion expected,

Set up lots of DCGs, boom.Dianetics as above and have at it!

Lt. Cmdr. Diana Hubbard CS-6
for
L. RON HUBBARD Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 20 MAY 1970
Issue III

Remimeo
Public Divs
Dist Secs
Franchises
DCGs
HSDC Checksheet

FURTHER CLARIFICATIONS

DCGPROGRAMME

The following points are laid out to better define HCO P/L 28 April, 1970 "The DCG Programme".

1. *GROUP COMMITMENT*

It is made a point of emphasis to an Org and Franchise setting up a DCG that "set-up" does not imply any financial or personnel commitment or subsequent control. A group leader is a leader in his own right and in turn he respects the rights of an Org or Franchise.

2. *SCN ORG AND FRANCHISE DNSER VICES*

Org and Franchise Dn Services remain open and are to *continue*. The DCG programme is there to boost Dianetics, not close any services in Orgs or Franchises.

3. *DCG MATERIAL SUPPLIES*

DCGs or field auditors may not remimeo any materials but must purchase these materials from an Org or Franchise. With this P/L a Franchise is granted the right to sell Dn materials to DCGs. DCGs may receive membership discounts only, on material purchases. Franchises are entitled to remimeo and do as a right receive new HCO P/Ls and HCO Bs up to their level of training from WW. Franchise WW is the *only* authorized distribution point of HCO Bs and HCO P/Ls to the field, save where such are specifically designated as applicable to field personnel. In remimeo a Franchise observes closely, colour flash, copyright, and exact duplication as alteration is a high crime.

4. *GROUPCHAINS*

DCGs may not form chains. The rule applies to any Scii group. The formation of Franchise Chains is already covered in policy.

5. *TITHES*

A DCG does not pay 10% to WW. It may, however, pay a tithes IF IT SO DESIRES. In this case the DCG is granted the right to remimeo like Franchises and may receive new P/Ls and HCO Bs from WW. Any materials a DCG paying 10% remimeos are for its OWN USE SOLELY and not for sale.

Lt. Cmdr. Diana Hubbard CS-6

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for
L. RON HUBBARD
Founder

[Amended by HCO P/Ls 10 May 1971 Issue 11, *Mission, Basic Definition of*, (see Me 299) and 20 September 1971 Issue 11, same title, page 299, which revised 10 May '71.1

HUBBARD COMMUNICATIO
Saint Hill Manor, East Grinste

HCO POLICY LETTER OF 13 A
Issue I

Rernimeo
Div 6 Hats
Div 7 & 8 Hats
Div 2 Hats
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PR Se?ies No. 1

LIABILITIES OF PR

PR = Public Relations, a technique of communication of ideas.

A casual investigation of the activities and effects of "PR" as practised in the I st 70 years of the 20th Century gives one ample data to regard "PR" with caution.

The subject is one which can be said to be dangerous in its incomplete stage of development or in the hands of inexpert or unscrupulous people.

Thus we have 3 major liabilities in PR usage:

1. It is an incomplete technology as developed and used up to 1970.
 - (a) The human mind was not a known field.
 - (b) Any early technology of the human mind was perverted by the University of Leipzig studies and animal fixations of a Prof. Wundt in 1879 who declared Man a soulless animal subject only to stimulusresponse mechanisms and without determinism.
 - (c) Further perversions entered upon the scene in the 1894 Libido Theory of Sigmund Freud attributing all reactions and behaviour to the sex urge.

PR is essentially a matter of reaching minds. Therefore the above four factors have given PR strange elements and bed fellows which have curtailed its development as a subject.

Naturally you'd have to know something of the mind to handle PR. Yet if a PR man is operating not only without knowledge of the mind but with a corrupt idea of it (as in Wundt or Freud) his use of PR technique can spread a fantastic amount of aberration into the society and can result in,an aberrated society. PR men operating in the "mass media" (Press, Radio, Television, Magazines and in lobbying parliaments) push strange mental ideas.

2. Inexpert PR men can make a gruesome mess out of the subject and the society.
 - (a) Working with an incompletely developed subject, yet using the powerful communication systems of the society it is not only not unusual for the work of a PR to recoil on his own employers but is usual to bring them into decay.
3. PR lends itself to the use of unscrupulous persons and cliques.
 - (a) The extremists such as the Nazis and Stalinists saw in PR techniques the

means of subjugating their own people, perpetrating horrors and bringing their opponents into disrepute. Such extremist groups were enormously assisted by PR techniques.

- (b) Using PR technique to bring about disrepute of their imagined enemies unscrupulous persons have brought about an atmosphere of war, crime and insanity on the planet.

These are of course harsh words. But it is better to know all sides of a subject.

PR practitioners of course spread PR about PR. But the use of Black PR far exceeds its other uses in this year of 1970. Yet teachers of PR in the smoky cloister (smoke from marijuana) give us only the Sunday School version. According to them PR is a nicey-nicey way of *bringing good works to public notice* and that is their favorite definition. In actual fact 10 times as much PR work is done in getting rid of someone or something imagined to be dangerous to the PR's employer.

Bribing newspapermen and "free lance writers" to write horrible lies about a competitor, bribing or lying to Congressmen or ministers or members of Parliament to get a law passed to enable a fast buck to be made and countering the ploys of the other firm's PR men are the common duties of a working Public Relations employee.

This scene doesn't seem to be quite the same as PR as represented in the ivory skulls of its professors.

It's a PR world.

When you read the papers, books and watch the TV of the 20th Century it's not a very nice world. Well, that's PR at work.

The far right PRs against the far left. And in between more moderate groups PR both.

Every government department in England has a PR office. The beginning of the decline of the British Empire and the first British government "information office" are of similar date.

The unsavory history of PR, its use to perpetuate questionable interests and cause needless and murderous quarrels must be confronted as part of the study of PR.

It is not for no reason that PR men are often of pitiful morals and degenerate character.

The countless trillions of volts of radio and TV, the rivers of newsprint and pages tearing through presses, pour fantastic lies into the overwhelmed population of Earth.

The prevailing tone of dismay and contempt across the world is stimulated and kept alive by PRs.

So disabuse yourself of any idea of a pleasant scene in the field of PR.

Even if you are engaged in the promotion of the most worthwhile objects pushed by the most altruistic leader, PR work is done cheek by jowl with some pretty questionable characters whose objects are far from worthwhile and whose masters are about as altruistic as a rattlesnake.

Thus PR easily becomes a cynical activity. The PR deeds of the bad hats throw the field into disrepute and throw the whole world into a whirlpool of hate and decay.

So in entering or studying this field do not walk into it like a wide-eyed virgin

making an incautious visit to a military brothel.

There is no reason to be disillusioned if one does not start out with illusions.

PR is a partially developed technique of creating states of mind in different types of audiences or publics.

PR can be used or abused.

Thus before proceeding any further with the subject it was necessary to restudy the subject and find out what was wrong with it, add it to the subject and thus make it less dangerous to use.

The liabilities of PR, as taught and used before 1970 were:

- A. It inevitably recoiled in greater or lesser degree to the harm of its user.
- B. It had long repute as a carelessly or badly used subject, full of failures.
- C. It is normally used into the teeth of competitive PR.

Unless these objections could be nullified or new discoveries and developments could be accomplished, the basic techniques of PR were about as safe as a cocked Spanish pistol-ready to blow up its user long before it hit anyone else.

This is what has been done with PR in our hands:

1. Its more dangerous points have been located.
2. A full study of its texts is required.
3. It is designed now for use that is beneficial as well as offensive and defensive.

Thus the Standard texts of PR have to be studied and studied well. And they must be studied **WITH THE ADDITIONAL DEVELOPMENTS KNOWN AND GIVEN HIGH IMPORTANCE**.

Only then is it safe to use PR techniques. Otherwise PR activities are almost a complete liability and will lead to trouble.

In this series we will bring PR up to date from the liabilities which exist in its purely PR college textbook practice.

L. RON HUBBARD

Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 13 AUGUST 1970
Issue 11

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PR Series No. 2

THE MISSING INGREDIENT

The primary corrective discovery about PR has to do with the ARC Triangle of Scientology.

This triangle is Affinity -Reality -Communication. If one corner (say A) is raised, the other two will rise. If one corner is lowered, the other two are as well.

Thus with high Affinity, one also has a high Reality and a high Communication. With a low Affinity one has also a low Reality and a low Communication.

With a high or low R one has a high or low A and C.

And so it goes. The whole triangle rises and lowers as one piece. One cannot have a low R and a high A and C.

PR is supposed to be a *Communication* technique. It Communicates ideas. Suppose one were to try to communicate an out the bottom R. In such a case the communication would possibly at first reach, but then it would recoil due to its R.

This is of course an advance in the mental technology of Scientology. It was not available to early pioneers of PR. So they talked (and still talk) mainly lies.

Older PR practitioners *preferred* lies. They used circus exaggeration or black propaganda. They sought to startle or intrigue and the easiest way to do it was with exclamation point "facts" which were in fact lies.

"Mental Health" PRs dreamed up out of whole cloth the "statistics" of the insane. "9 out of every 15 Englishmen will go insane at some period of their lives" is a complete lie. Streams of such false statistics gush from PR lobbyists to get a quick pound from Parliament.

The stock in trade of PRs, whether hired by Stalin, Hitler, the 1 Will Arise Society, the US President or the International Bank, has been black bald-faced lies.

The US President has given 2 different figures of the percentage of increase government cost per year in 2 months. His PR man was trying to influence Congress.

The "Backfire 8" as the "Car of the Century" and the parachute exhibition "record delayed drop" and the Ambassador's Press Conference on "Middle East Aims" are all PR functions-and salted throughout with lies.

You pick up a newspaper or listen in the street and you see PR - PR - PR - all lies.

A battle cruiser makes a "Good Will visit" to a town it is only equipt to crash and you have more lies.

The tremendous power of newspapers, magazines, radio, TV and modern "mass media" communication is guided by the PRs of special interests and they guide with lies.

Thus PR is corrupted to "a technique of lying convincingly".

It makes a cynical world. It has smashed idealism, patriotism and morality.

Why?

When an enforced Communication Channel carries only lies then the Affinity caves in and you get hate. For the R is corrupted.

PR, dedicated to a false Reality of lies then becomes low A, low C and recoils on the user.

So the first lesson we can learn that enables us to use PR safely is to KEEP A HIGH R.

The more lies you use in PR the more likely it is that the PR will recoil.

Thus the law

NEVER USE LIES IN PR.

The trouble with PR then was its lack of *Reality*. A lie of course is a false Reality,

The trouble with PR was R!

In getting out a press release on a new can opener, that opens cans easily and you want to say "A child could use it" find out if it's a fact. Give one to a child and have him open a can. So it's true. So use the line and say what child. Don't call it the "Can Opener of the Century". It won't communicate.

Just because radios, TVs and press pour out does not mean they communicate, Communication implies that somebody is reached.

Don't tell a lie to city officials when the truth is just as easy to tell. Why go to all the work of dreaming up a lie? If you do it will weaken you if it is found out that it is a lie. Now you do have a PR problem with the "official public".

Any lie will either blunt the C (communication) or end the C off one day with revulsion.

Handling truth is a touchy business also. You don't have to tell everything you know-that would jam the comm line too. Tell an *acceptable truth*.

Agreement with one's message is what PR is seeking to achieve, Thus the message must compare to the personal experience of the audience.

So PR becomes the technique of Communicating an acceptable truth-and which will attain the desirable result.

If there's no chance of obtaining a desirable result and the truth would injure then talk about something else.

PR is employed to obtain a result desired by the PR and his group.

Or it is employed to cancel out the undesirable PR of others.

Thus there is offensive and defensive PR.

In defending against hostile PR, once more it is the R that counts. Sun Tzu in his book about warfare gives several types of agent. One of these is the "dead agent" because he tells lies to the enemy and when they find out they will kill him.

Hostile (or counter-PR) is usually the usual fabric of lies.

If one finds out the lies being told and documents just one as being false, he has made counter-PR recoil. His hearer will never believe him again. He's dead.

In the war between psychiatric hostile PR and the truth of Scieritology, the "dead

agent" caper has a field day. Psychiatric PR has been lying for 20 years. Documented, the fact of these lies are lies is *killing off* psychiatry.

You understand, it's not one PR's word against another's. It's one PR's documents against the other PR's lies! That is correct defensive PR.

So you see that using out-R PR can be very dangerous.

If one is trying to PR an abuse into decay (a dangerous activity in itself) he obtains the desirable result by documenting TRUTH. But using the "dead agent" caper is quite enough almost always.

The use of R not only involves truth, it involves acceptable truth and that involves the fixed opinions of another or others and their experience. All this is contained in the subject of REALITY.

What is the R of another or others?

This involves SURVEYS.

Then you know what truth he or they will accept.

Imagination in PR is not limited at all. It takes lots of imagination. But the imagination should be devoted to how the truth is made acceptable to the R of others and how the Comm is delivered.

A totally Imaginary statement or story is quite useful so long as it is known to be imaginary and not passed off as truth.

In a PR world truth is the almost unknown commodity. This world is full of the "noise" of many lies, many babbles, many old fixations and hates.

But truth has Comm value. All the lies will dead end someday.

A (Affinity) supports the R and C.

Therefore PR which seeks to incite hate will not have the C value of a message that carries actual affinity.

But affinity can also be falsified and in the PR world too often is.

A person who is sane has a high ARC value.

So the PR who is sane has a high potential. And those who have corrupted their A - R - and C into a hole wind up on the bottle or beating their dogs or cynical beyond belief.

Serving mad masters, a PR hasn't much chance.

So there is a technique known as public relations. And it has the high liability of abuse through lies and the degrade of its practitioner.

But if one strictly attends to the values of truth and affinity, he will be able to communicate and can stand up to the strain.

Knowing this, PR becomes a far more useful and mature subject.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS
Saint Hill Manor, East Grinstead

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PR Sefies No. 3

WRONG PUBLICS

What is a "Public"?

One hears "*the* Public", a star says "mY public". You look in the dictionary and you find "public" means an organized or general body of people.

There is a specialized definition of the word "PUBLIC" which is not in the dictionary but which is used in the field of public relations. "PUBLIC" is a professional term to PR people. It doesn't mean the mob or the masses. It means "a TYPE OF AUDIENCE".

The broad population to PR professionals is divided up into separate publics. Possibly the early birds in PR should have begun to use "Audiences" back in 1911. But they didn't. They used the word "Publics" to mean different types of audiences for their communications.

So you won't find this in the dictionaries as a PR professional term. But you sure better wrap your wits and tongue around this term for USE. Otherwise you'll make more PErrors than can easily be computered.

WRONG PUBLIC sums up about 99% of the errors in PR activities and adds up to the majority reason for PR failures.

So what's a "public"?

In PRese (PR slang) use "public" along with another word always. There is no single word form for "public" in PR. A PR never says THE public.

There is the "Community Public", meaning people in the town not personally grouped into any other special public. There is the "Employee Public" meaning the people who work for the firm. There's the "Shareholder Public" meaning the birds who own shares in the PR's company. There's the "teenage public" meaning the under 20 people. There's the "doctor public" meaning the MD audience the PR is trying to reach.

There are hundreds of different types of publics.

An interest in common or a professional or caste characteristic in common-some similarity amongst a special group, determines the type of public or audience.

The PR needs this grouping as he can expect each different type of public to have different interests. Therefore his promotion to them must be designed especially for each type of public.

In the PR world there aren't kids-there is a "child public". There aren't teenagers-there's a "teenage public". There aren't elderly people, there's an "elderly public".

The PR man does not think in huge masses. He thinks in group types within the masses.

PR is an activity concerned with *presentation* and *audience*. Even when he writes a news release, he "slants" it for a publication that reaches a type of audience and he writes it *for* that audience (modified by editorial idiosyncracies).

A PR *surveys* in terms of special publics. Then he presents his material so as to influence *that* particular public.

He doesn't offer stories about wheelchairs to the teenage public or Mickey Mouse prizes to the elderly public. If he is a good PR man.

All releases should be designed to reach a special public.

When you mix it up you fail.

When you get it straight and survey it you succeed.

The "police public" is not going to buy the glories of hash. The "criminal public" isn't going to go into raptures over the "heroes in blue".

All expert PR is aimed at a specific, carefully surveyed, special audience called a public".

When you know that you can grasp the subject of PR.

When you can use it expertly you are a Pro PR!

To give some examples of wrong publics, Ron's Journal was designed for org staffs as an intimate chat with staff members to let them in on what's going on and what we're planning so that staffs could be informative to the Scientology public. It was a "staff public" medium of communication.

Somebody (in NY) broke the rules, played it to the Scientology Public. Then somebody else figured it was a substitute for a Congress and dropped Congresses.

The exact end result was to cut totally my comm line to org staffs. The other day I heard how staffs missed heating from me.

If my line to staffs in orgs is going to be played to PE attendees, that's it. Wrong public. No comm line to staffs.

I do a briefing of SO members on Flag, some dim wit uses it to play to Public Div Public. Wrong public. So that line is cut.

Clear News publishes Treason orders on students to promote an AO! Wrong public.

Clear News is used for an FSM Newsletter. Wrong public.

Clearing Course Fliers go to new book buyers. Wrong public.

Letter Registrars write to people on a mailing list sent in by a mail order house. Wrong public.

A conclusion someone not knowledgeable in PR technique could reach would be "Promotion doesn't work".

Promotion never works on wrong publics.

THE SYSTEM

The PR has to figure out his precise publics. There may be several distinct types.

Then he has to survey and look over the reactions of each different type.

He then plans and designs his communication and offerings for each one.

An orderly org has each different public categorized and labeled in Address.

Then the PR sends the right message to the right public in each case. There may be a dozen different messages if there are a dozen different publics. Each one is right for that public.

The PR is after a result, a call in, a reply, a response.

The right message in the right form to the right public gets the result.

A wrong message to the wrong public simply costs lots of money and gets no result.

Even if a PR is engaged in "moulding public opinion" it still requires a different message to each different public.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 OCTOBER 1970

Rernimeo Personnel Hats PR Checksheets

Personnel Series No. 11

PR Series No. 4

THE PR PERSONALITY

A Public Relations personnel has to be spot on in

- (a) Confronting
- (b) Organizing
- (c) Working

CONFRONT

In Confronting, a shy or retiring PR is not about to handle suppressive persons or situations. A PR must be able to stand up to and handle the more wild situations easily and with composure. When he does not, his confront blows and any sense of presentation or organization would go up in smoke. A PTS (Potential Trouble Source) person or one who roller coasters case-wise or one who tends to retreat has no business in PR. His connections that make him PTS and his case would have to be handled fully before he could make good on PR lines.

ORGANIZE

In Organizing, a PR has to be able not only to organize something well but to organize it faultlessly in a flash.

Every action a PR takes concerns groups and therefore has to be organized down to the finest detail; otherwise it will just be a mob scene and a very bad presentation.

A PR who can confront, can "think on his feet" and grasp and handle situations rapidly and who can organize **in** a flash will succeed as a PR.

WORK

The last essential ingredient of a PR is the ability to WORK,

When appointing people to PR training the person's *work record* is very very important.

The ability to address letters, push around files, haul furniture into place, handle towering stacks of admin in nothing flat are all PR requisites.

To be able to tear out to Poughkeepsie before lunch and set up the Baby Contest and build a scene for a press conference on catfish before two and get dressed, meet the governor by 6 is WORK. It takes sweat and push and energy.

A PR should be able to get out a trade paper in hours where an "editor" might take weeks.

The ability to work must be established in a potential PR before wasting any

training time as a PR who can't work fails every time.

DELUSORY REQUIREMENTS

People *think* a PR must be charming, brilliant, able to inspire, etc, etc.

These are fine if they exist. But they are actually secondary qualities in a PR.

Lack of the (a), (b), (c) qualities is why you see PRs begin to hit the bottle, get sick, fail.

If a PR is also charming, brilliant, able to inspire, he is a real winner. Possibly one; is born with all these qualities every few generations.

Personnel in appointing and training PR must look for the wish to be a PR and (a), (b) and (c).

And anyone taking up PR who does so to escape hard work will fail as it IS hard work.

A real top PR wants to be one, has the abilities of (a), (b) and (c) and is trained hard and well on the subject. Then you have a real stat raiser, a real winner, a real empire builder.

L. RON HUBBARD **Founder**

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[Note: Some mimeo issues of this Policy Letter were issued with an error in the fourth line, which read (c) Confront Working instead of the correct (c) Working, HCO Policy Letter of 11 April 1972, PR Series 4 Addition ordered the replacement of any faulty copy found, either loose or bound in packs, correction of stencils with the incorrect text before any copies were run off from it, and immediate correction of any translation made from the incorrect copy. It also ordered that where a student had used an incorrect copy in his study, that a correct copy be sent to him at once, with a request by the current course's Supervisor that he check out on it star-rated, and enclosing a copy of HCO PIL 11 April 1972. The copy as it appears above is correct.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 NOVEMBER 1970
Issue If

Remimeo

PR SMes No. 5

PR DEFINITION

The definition of Public Relations is very precise. The definition is not given sufficient importance in the texts and it is way down in the middle of most books. It is what the subject is all about and without it the subject doesn't make sense. (And doesn't make sense to many PR Pros either.)

It took me a whole hour to clear this definition and misunderstandings of it and related words on a PR student. It should be meter cleared. Every word in it should be clay tabled.

THE DUTY AND PURPOSE OF A PUBLIC RELATIONS MAN IS

THE INTERPRETATION OF TOP MANAGEMENT POLICY TO THE DIFFERENT PUBLICS OF THE COMPANY-TO ADVISE TOP MANAGEMENT SO THAT POLICY IF LACKING CAN BE SET-TO MAKE THE COMPANY ITS ACTIONS OR PRODUCTS KNOWN ACCEPTED AND UNDERSTOOD BY THE DIFFERENT PUBLICS-AND TO ASSIST THE COMPANY TO EXIST IN A FAVORABLE OPERATING CLIMATE SO THAT IT CAN EXPAND PROSPER AND BE VIABLE.

If a PR man understands all that so he can apply it rapidly and perfectly, he will *then* be in a position to know what PR procedures are and do his job.

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 11 MAY 1971
Issue II

Remimeo

PR Series 6

OPINION LEADERS

An "Opinion Leader" is that being to whom others look for interpretation of publicity or events. Through wisdom, proximity to data sources, personality or other factors including popularity itself, certain members of the group, company, community or nation are looked to by others for evaluation.

In the teething days of Public Relations, George Creel, who conducted the massive Liberty Loan drives for the US government considered that it was enough to batter avalanches of publicity down on the heads of the "general public". Given enough money, enough media of communication and no real opposition this proved successful enough.

But as time unreeled, some unsung PR man recognized the fact that the "general" public was made up of smaller groups. Churches, social clubs, factories, and thousands of other large or small groupings of the population were what made up the "general" public.

Each of these groups had its own "opinion leader" and within each group there were smaller groups who each in turn had its own opinion leader.

"To whom do they listen?" "Whose opinion do they accept?" "Whom do they trust?" "On whom do they depend?" are the questions, which, answered, identify the opinion leader of the group, large or small.

Further, the opinion leader of a very large group, in turn is interpreted by the opinion leaders of the smaller units which go to make up the larger group.

As an example, government spokesman X puts out Bulletin A on the radio and TV and into the press. He is NOT talking to masses of people. He is in reality talking to opinion leaders. On a crucial question there will not be a reaction to X until the listeners have heard what their opinion leaders have to say about Bulletin A.

If there have been other issuances like Bulletin A, the opinion leaders will have voiced their own opinions. Their groups will then know the attitude. In this case Bulletin A will receive an apparent "general public" reaction. In short, the opinion about Bulletin A's will have been pre-formed by the opinion leaders. This makes it look like there is mass public opinion without opinion leaders.

One of the great dangers of PR practice comes from not really knowing the subject well enough or in twisting it or in losing bits of it.

Having discovered the principle that "opinion leaders" form public opinion not the "general" public, many PR people forget it, or didn't give it enough importance or even in some cases chose to be willfully destructive of their employers.

It should be very obvious that if general public reaction to an event is dependent upon the reaction and interpretation of opinion leaders, then a PR action's success depends upon favorably influencing the opinion leaders of that part of the population one is trying to reach and calculating what opinion leaders one can neglect or even offend.

This would be almost mathematical in computation. Spokesman X issuing a Bulletin A that offended 55% of the opinion leaders would get, roughly, a 55% opposing reaction from the whole public.

Surveys for the identities of opinion leaders would then become a MAJOR activity of PR in any area and for any type of message or event.

Even a rough estimation, which is easily done, would serve better than no thought of it at all.

PR men go for Very Important People. PR wears this out beyond belief. But it is an alter-is. VIPs to PR are only opinion leaders. A Government minister is tagged automatically by PR people as a VIP because his car has flags and he is a minister. Yet

he may be a drunken nephew whose opinion is about as welcome to his colleagues as a hangover. So he may be a VIP but he is not an opinion leader. When he says "blue", his colleagues think "black" and the opinion leaders in the public think "red". The only PR use of this minister would be to get him to embrace and speak up for someone you wanted shot or some cause you wanted opposed!

There is such a situation currently in a man called Goodrich or some such name, head of FDA in Washington. 32 years in that agency, big record. Head of it = VIP. All he has to do is open his mouth and his staff writhes, congress spits and opinion leaders say no-no-no. So he could only be used to oppose something you wanted popular.

So it's very lazy PR to assume that a "VIP" is worth knowing or using. Sometimes VIPs are also opinion leaders.

Celebrities are more often opinion leaders as they arrive at their role by popular acclaim. But even here one has to operate with good sense. Paul Robeson, the great American singer, was used by Communists in the 1930s to popularize their cause. It did not achieve this. Paul Robeson championing his own race probably would have advanced Civil Rights legislation greatly. The misuse brought anti-Communists to believe that all the Negroes would now become a Communist Fifth Column and brought about strong opposition to Negroes and to Communists.

The rule that should not be violated is to use an opinion leader only to further an opinion he could have visibly. The equation must add up with all factors of a kind, not a strange factor interjected into the sequence. Like music, you don't introduce a wrong note in the scale if you want harmonious rendition. Robeson (black singer)-opinion leader of blacks-Communism. Too odd a sequence. Robeson (black singer)-opinion leader of blacks-black relief. Obvious sequence.

The equation:

Bertrand Russell (British philosopher)-Academic opinion leader-Communism: caused a strengthening of the Communist cause because he was a thought symbol and "anybody was free to think" and "they're always forming odd ideas in the halls of learning". His statement "Better red than dead" was a classic PR caper. It was widely quoted. Helped Russell, of whom few ever would have heard, and possibly helped Communism, at least to be talked about, and obviously was picked up by the group in which Russell existed. To the rest of us this may have sounded like naked atomic war threat and war-mongering. But it was the proper use of a foreign opinion leader by a large group.

Now if the paragraph above jarred on you in any way or seemed to espouse a strange cause, etc, etc, you will have the reason why PR men cannot always see clearly and objectively. They themselves are too involved in causes and pros and cons to remain pan-determined (viewing or handling all sides).

By permitting prejudice to get in the way of handling opinions a PR man loses control of his subject. He becomes so violently partisan that many of his stable data become blurred or abused.

Thus the subject of opinion leaders can become abandoned. Disagreement with the views of some of them remove not only the opinion leaders but the whole subject of opinion leaders out of use.

While conducting themselves like status mad prima donnas, seeking to exist mainly by PR techniques, most people in government power positions are remarkably badly served by their PR men and by their own prejudices or jealousies.

Essentially, a person in Power is not the same person seeking power.

Maintaining power is a different subject than attaining power.

A politician by definition is someone who handles people. Even the word means "people". Thus the subject of "public relations" does a natural closure with government.

Yet the alteration of the subject of PR and its misuse, neglect or abuse by government PR men could be in itself a considerable study.

The vast majority of population unrest stems from the misuse, neglect or-abuse of PR technology by governments, even those governments that consider themselves experts.

A politician commonly is boosted to power by opinion leaders. This could be called the "will of the people". Once he has attained power the garden variety

politician of this age finds himself committed to special interests that have little to do with the "will of the people". Few are the politicians who have the integrity to continue to look to the people-the opinion leaders-who put them there. Thus, now apparently serving other masters they appear to have been false in their earlier pretensions. Not remaining true to their opinion leaders politicians as a general subject acquires a cynical reputation with the "people".

A Labour leader in England, put into power by opinion leaders, then spends his time in office talking about bankers, banking, deficits and all that mumbo-jumbo of modern government, speaks hostilely about unions, seeks to restrain shop stewards and union bosses, puts on a tax to penalize any company that hires someone and then has the dullness to wonder why he took a beating at the polls eventually and lost. He turned on his opinion leaders. Where were his vaunted PR experts?

The US government routinely achieves the impossible of turning the bulk of the population against it on most issues. Its politicians are regularly forced to maintain their positions by huge avalanches of public funds.

Hiring more and more police and spies for more and more government police agencies, the government is becoming less and less popular. "Patriotism" and "idealism" are now considered dirty words.

Why? How did this get this bad?

Well, one reason is that government PR is continually recoiling on the government. Either they don't hire good PR men or if they do, they don't take their advice. Or their PR men don't know their subject or aren't permitted to practice it.

The general unrest and unpopularity is largely traceable to a violent disregard of the subject of *opinion leaders*.

Attaining power is done usually by the consent of or with the help of the opinion leaders. Arrival in a position of power too often causes the person to shift the basis of his operation. He is now associating with different people in a power strata. It would require quite an effort of will to not be seduced. Having achieved power by opinion leaders the person may forget them and seek to maintain power by other means or by force. This is essentially a violation of the power formula which indicates one should not disconnect. By disconnecting from the previous opinion leaders the person begins his own demise.

This is terribly easy to do in the case of government. It is so easy for a government to use FORCE that a disregard of previous opinion leaders can occur.

Money power is usually available to persons who rise to positions of leadership and can be, like force, a substitute.

Thus a truly suborned leader would desert "opinion leader" as a basis of power and begin to use FORCE and MONEY to hold his position.

But when one assumes a position of power, regard for opinion leaders should *broaden*, not be dropped.

The astute leader on his way up may tread heavily on the opinion leaders of the opposition. This has its benefits in reinforcing the favor of opinion leaders for him. But it also has its liabilities for, now in power, he may have serious enemies who are all the more perturbed now that they too have him as a leader.

Few politicians-indeed few men who move into any kind of power-ever satisfactorily solve this problem. The *very* able ones do solve it and become far more powerful as a result since they do not violate the power formula.

Not only does the brilliant leader refuse to disconnect from the opinion leaders who put him there through "public approval", he also connects with the previously opposing opinion leaders. If truly magnificent he gains the good opinion of former hostile opinion leaders without decreasing the good will of the opinion leaders who put him there. This actually defines the difference between a second rate politician and a real statesman. The genius required to arrive at such solutions cannot be underestimated, but the formula of achieving it is elementary PR.

The leader of the "blues" (supported of course by the opinion leaders of the "blues") rises to power in the teeth of "green" opposition. Now in power, he has sway over both the blues and the greens. The blue's opinion is that this

should signal a panorama of dead greens. But unless this rule is to be just one long bloodbath it is now necessary to cool off tempers all around, preserve blue support and *win* green support. That is an elementary equation.

Attilas and Huns and Genghis Khans solved this by simply murdering all imagined hostile elements. They may be known in history but politically they built nothing that endured. Even the pyramids of skulls vanished.

Men like Hitler went so far in reverse in handling this problem as to finally slaughter even their adherents.

In the general field of human activities every different or specialized group can be considered a political unit. It elects with a wide variety of formalities or lack of them its leaders and when different agencies than themselves elect them (inheritance, appointments from without) the group at least elects its opinion leaders if only by listening.

And people strive to be opinion leaders and also back down or otherwise react when someone else is so "elected".

So being an opinion leader involves the responsibility of maintaining the position by remaining well informed or personable or whatever else seems to be required.

One has to decide in some degree what he is an opinion leader for or against or at least about. And one has to set a zone or have one set for him in which he operates.

A usual example is the family. Often someone in it is the opinion leader. It is not necessarily the one with the money or the force. Where one member or clique has the money or force and uses these and the opinion leader is someone else, strife and domestic upset may result.

All the children may look to an aunt for their styles, thoughts and approval. Where this runs counter to the money-force persons, somebody is going to have a broken home or a horrible old age.

Such is human prejudice-or ignorance-that the money-force persons almost never dream of winning the support of the opinion leader aunt by sound but popular policy based on consultation.

The right answer of course is for the money-force power to operate in consultation with the opinion leader.

This is true all the way on up to government sized groups.

Money-force may bribe and break necks but it really never does become the leader in the absence of the approval of a majority of opinion leaders.

Prosperity and an easy rule depend utterly upon the cooperation of opinion leaders.

The US government in the last few decades has seemed obsessed with the antagonizing or destruction of opinion leaders.

Using the broad mass approach long since found faulty in PR activities, the US government has lately sought to reach the "public" without that annoying step of reaching and getting the approval of opinion leaders.

Instead, an army of spies from every agency, (according to the Committee of Senator Erin) descend upon any and every popular leader, hound him, annoy him, discredit him. Even managers of businesses are so plagued by government they can hardly do their work. This is also true of England and other countries.

The unrest in the United States and some other countries is traceable directly to this fantastic omission in their PR technical expertise. They not only do not seek the favor of opinion leaders, they actively harass and seek to destroy them.

In return the opinion leaders feel endangered and have and state opinions accordingly. The power of the government drops back on money and force only. Governmental survival is thus greatly impaired.

The so-called "mass news media" by which is meant newspapers, TV, radio and magazines, has the fault built into its title. It cannot and never will reach any masses directly. It reaches only through opinion leaders. It has to quote this one and that one which it fancies as an opinion leader. But it never finds out WHO the opinion leaders are.

Newspaper editorials are a direct effort to force opinion. They quote the opinions of other papers just as though these were opinion leaders.

They believe they "mould public opinion" but PR men long since have given up this idea and even greet it with raucous laughter.

Newspapers have ceased to wonder about their rapid demise. They are getting fewer fast. They thought it was radio. Then TV. It wasn't.

Willy Hearst's 1890 yellow journalism and scandal mongering began to dig the grave of the newspaper that many decades ago.

Hear this: while seeking to control public opinion, newspapers began to strike viciously at opinion leaders. Name him, sooner or later any really important opinion leader in the area would be hit with scandal. It happened so often that opinion leaders automatically began to say, "Don't believe the newspapers".

The day of the newspaper is dead. The not mourned London Daily Mail hit one too many opinion leaders one too many times. And nobody believed it anymore and nobody bought it. And it folded.

So government or newspaper or church or hockey club, the same rule applies. The good will of the opinion leaders is necessary for survival. *Not* the good opinion of the masses! Since that cannot be reached.

The Russian state talks down about individualism. The "cult of the individual" is a bad thing.

Their internal police is vital to them. They have forgotten that the Czar's Okhrana destroyed the Czar by destroying every opinion leader amongst the people whom they could seize or stay.

Almost amusingly, the US government has taken over the exact operational pattern of the Okhrana. You can hardly get to your desk through the government forms and mobs of spies urging the staff to commit crimes so they can be arrested or holding out bribes to falsify the tax reports. All one has to do is mention the US government **in** a pop program and he'll have 3 **army sergeants from G-2 pushing the** band out of the way. That's the way it was in pre-1917 **Russia just before the opinion leaders** decided NO in one final blood-bath.

So as I said earlier in this series PR is dangerous stuff if one doesn't really know it and if one only applies half of it.

Omitting the opinion leader is bad enough. Seeking to destroy him is far far worse.

Yes, one says, but how about the violent opposition? How about that fellow?

Well, he's a problem. But he is an opinion leader.

One has to decide how much of an opinion leader he is.

If you don't handle a would-be opinion leader who is anti but who is NOT an opinion leader, people get cross.

The decision here stems from

- (a) Is he talking about actual abuses? or
- (b) Is he just lying?

In either case one has certain courses of action. If the abuses are actual, work to remedy them. If he is just lying, lay out the truth. If he really isn't an opinion leader, ignore him.

But one can only interfere with him or remove him if many, many are getting cross because you don't. But that's a risky business.

As a rule, only that dissident person should be removed who is speaking in your name and on your lines and using your power to do you down. And then he can only be removed off your lines as you are under no obligation to finance or empower your own opposition. That's suicide. He is not an opinion leader but a traitor for he owes his power to you.

Usually anti-opinion leaders are *made 1)y neglect*.

PR wise one has to catch them early and handle.

Abuses by those in charge are never put right by force. They are only worsened.

Perhaps there is no excuse whatever to use force to enforce an opinion. Wars are notorious for failing to solve. You can always find a point years or decades before the war when a point existed that PR and cooperative rule could have solved.

PR imperfectly known or unknown as a subject leads to big trouble.

PR is powerless when it doesn't know.

PR loses when it neglects.

Early enough, PR alone does it.

Later PR with concessions are needed.

Then PR is out and only force is thought to serve.

This would be a DETERIORATING SITUATION.

The longer PR takes to catch it up the more imminent loss or force become.

From this technically adept PR could be seen to have too limited a role in the affairs of nations or groups.

The way to attain a more dominant role with PR is first to know it well, next to be sure others who should understand it and then to use it effectively.

As it is a subject which is meant to reach masses, remember that it must reach them through opinion leaders.

Opinion leaders may or may not be VIPs. But they are, whoever they are, barber or king, VIPs to the PR.

Thus surveys for opinion leaders are necessary. And the opinions of opinion leaders must be known.

And for heaven's sake restrain the boss from shooting opinion leaders no matter how just his wrath.

But also don't tell him Dr. Kutzbrain is an opinion leader just because he talks to two nurses and his wife.

Peace is not necessarily a target of PR. Survival is. And Survival requires some control of opinion.

When this becomes control of numbers of people PR is only accomplished through opinion leaders.

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Issue III

Remimeo

PR Series 7

BLACK PR

About the most involved employment of PR is its covert use in destroying the repute of individuals and groups.

More correctly this is technically called BLACK PROPAGANDA.

Basically it is an intelligence technique.

It can be a serious error to cross Intelligence and PR.

These are two different fields. They have two distinctly different technologies.

A PR man must also know something of intelligence technology. Otherwise one day he will be left gaping.

Intelligence is intelligence. PR is PR.

When you gather information by intelligence procedures and at once employ it for PR, the result is likely to be poor.

It is not that it isn't done. It's that it isn't very effective. Also it is an act of desperation.

PRISOVERT.

INTELLIGENCE IS COVERT.

PR is at its best when it begins and ends overtly.

Intelligence is best when it begins and ends covertly.

PR with an open demand by known authors, a demonstration, a conference is normal PR.

Intelligence trembles on the edge of PR when filched data explodes a storm in the public. It recoils when the authors are then known.

Black Propaganda is in its technical accuracy, a covert operation where unknown authors publicly effect a derogatory reaction and then remain unknown,

The effect of Black Propaganda is largely wiped out by "Oh, it was the Germans who set them up."

So PR enters intelligence in this way: One finds who set up the Black Propaganda and explodes that into public view.

This use of PR is almost that of an auditor to the group. One is disclosing hidden sources of aberration.

To use intelligence to find where they hid the body and then flip over into wide publicity is not very powerful in actual practice. There better be a body there and one better tell the police not the public.

If there are no effective police, then one has the problem of police action. Exploding it to the public ideally is an effort to make the public a vigilante committee. Modern publics seldom rise this high. Educated publics seldom explode to the explosion.

A PR man who thinks taking Blitz & Company's crimes to the public is really just dreaming hopefully-without foundation. It may or may not hurt Blitz. It might recoil. The ability of the public to stand around and look stupidly at

a dripping handed murderer without doing a thing about it is a symptom of our civilization. They *ought* to act. They don't. You can form an opinion amongst them but governing bodies won't consult it.

Exposure is not an effective road to *action*. It can be to opinion. It is slow.

Then what is effective?

INTELLIGENCE

By definition Intelligence is covert. Under cover. If it is kept so all the way it is effective.

When Intelligence surfaces it becomes very ineffective.

Threat and mystery are a lot of the power of intelligence. Publicity blows it.

Take the Red Orchestra, World War II, Stalingrad Campaign. In Berlin Schultz-Boysen and other highly placed Russian agents got the whole German plan of the battle that was to be Stalingrad. Brilliant and covert intelligence. They passed it to the Russians. Brilliant and covert comm. The boss at Centre in Moscow put the ring's names and addresses in a code radio message. The Germans of course broke the code. The Germans rounded them up and messily executed them on meat-hooks. The Germans had no other battle plans but contemplated not attacking Stalingrad that way. This put the whole coup at risk. Then the Germans did use the plans the Russians knew and that was the beginning of the end of WW II.

So TWO exposures threatened the success of this intelligence coup. One was the stupid radio message. The other was the realization the Russians had the battle plans.

Exposure is the basic threat of intelligence.

PR is the willful broadcast of information.

The two don't mix well.

BLACKPROPAGANDA

Possibly used since the morning pale of history, Black Propaganda was developed by the British and German services in World War I into a fine art.

The word "propaganda" means putting out slanted information to populations.

One propagandizes the enemy population or one's own or neutrals.

In popular interpretation it is a parade of lies or half truths or exaggerations.

PR and advertising technology and mass news media are employed as well as word of mouth and posters.

The trouble with it is that it can often be disproven, discrediting the utterers of it.

It may serve the moment but after a war it leaves a very bad taste.

If one is engaging on a campaign of this nature, its success depends on sticking to the truth and being able to document it.

The entire black propaganda campaign conducted for 21 years against Scientology began to fold up in its 16th year because never at any time did its instigators (a) have any factual adverse data or (b) tell the truth.

The Scientology movement continued if only by heroic means and much sacrifice.

But at last nobody of any note believed the propaganda.

The attackers pulled in on themselves a counter attack based on penetrating horrible documented truth.

It required intelligence-like tactics to discover who it was exactly.

The "dead agent caper" was used to disprove the lies. This consisted of counter-documenting any area where the lies were circulated. The lie "they were ___" is countered by a document showing "they were not." This causes the source of the lie and any other statements from that source to be discarded.

That real trouble and damage was caused Scientology is not to be discounted. The brilliance of the defense was fantastic. The depth and inroads the propagandists reached was alarming. BUT THEY DIDN'T MAKE IT.

Some Black Propaganda campaigns have won in other areas, not Scientology.

The British got the US into World War I with Black Pro i
platform. paganda, despite a president elected on a peace

Many individuals have been destroyed by Black Propaganda. Wilhelm Reich was by the lies and violence of the FDA.

So Black Propaganda is not a certain result technology. It is costly. It makes fantastic trouble.

Essentially it is NOT a PR campaign. It is a cross between PR and Intelligence.

The technique is:

A hidden source injects lies and derogatory data into public view.

Since it is a hidden source, it requires an intelligence approach to successfully end it.

In the meanwhile the "dead agent caper" is the best tool to counter it.

Legal action can restrain such a campaign but is chancy unless one knows the source or at least has counter-documents. It is risky solely because "law" is unpredictable. However legal action has a definite role in restraining, not in ending such a campaign.

A good policy when faced with a Black Propaganda campaign is to defend as best you can (dead agent and legal restraints) while you find out (intelligence) WHO is doing it. Then, confrontation can occur. Finding and suing false whos can make things much more involved.

Black Propaganda counter-campaigns are inevitable. One engages upon them whether he would or no. These are engaged on while one narrows down the area to an exact WHO. For instance, one knows the whatsits are attacking one. Thus he can counter-attack the whatsits. But *what* are the whatsits exactly? and to whom are they connected? and exactly WHO, an individual always, is keeping it going? These last three have to be answered eventually. And that requires an intelligence type search.

THE CROSS

So there is where Intelligence and PR cross.

When PR goes into Black Propaganda (hidden source using lies and defamation to destroy) it has crossed intelligence with publicity. They don't mix well.

The action is risky to engage upon as it may run into an ex-intelligence officer or trained intelligence personnel. It may also run into a dead agent caper or legal restraint.

Anyone engaging in Black Propaganda is either using a wrong way to right a wrong or confessing he can't make it in open competition.

PROTEST PR

Outright Protest PR, based on facts is a legitimate method of attempting to right wrongs.

It has to be kept overt. It has to be true.

Protest PR can include demonstrations, hard news stories and any PR mechanism.

Minorities have learned that only Protest PR can get attention from politicians or lofty institutions or negligent or arrogant bosses.

Where Protest PR is felt to be a necessity, *neglect* has already occurred on the issues.

The riots of Panama some years ago were very violent, verging on open war. This followed the negligence of the US in negotiating new treaties, a matter arranged for long ago and arrogantly skipped for several years by the US.

The slaves were freed in 1864 but were either misused or neglected for the next century and finally became a key racial problem full of demonstrations and riots and social unrest. Imperfect redress of wrongs following these then continued the riots. This is probably the biggest PR mess of the last century and a half wobbling this way and that. It is still in the stage of Protest PR, possibly because it went so very, very long unhandled,

The only real recourse these people had was Protest PR. Recently, black Congressmen were refused audience by the President and had to stage a demonstration before it was granted. But Protest PR *did* obtain an audience.

The silliest idea of modern times is conscription. Drafted soldiers might possibly be excused as a levee en masse but not as the habit of government in peace and war just to overcome their lack of ability to make the country worth fighting for and the armed services a stable attractive career. This is all the more foolish since hardly anyone in history ever had any trouble recruiting an army that could pay for one. Even Gibbon remarks on it as an amazingly easy thing to do in any civilization. And that is true today.

So Conscription is continued. Facing every young man with an arbitrary military future was a bad thing. Napoleon invented it and he lost.

Protest PR was the answer used to contest it. Met by force and violence, it has not halted.

Somebody will have to give the country a nobler cause more decently prosecuted, will have to better the services and conditions and will have to admit men without demanding their right names or perfect physique and make them immune to recall for civil offenses. Probably that army would fight well. Conscript services are too expensive, too inefficient and too ready to revolt for any sane government to use them. But here this unhandled wrong has to resort to Protest PR.

So Protest PR has its place. It is a fine art. It is the subject of fantastic skill and tech.

It is not good. But it does work and it is used as a last resort when normal hearings and good sense fail.

When money and force lead and opinion leaders are unheeded, when special privilege enters management or government, Protest PR, the strike, the demonstration, is the tool employed.

If that doesn't work, or if it is crushed, subversive actions, general intelligence actions, Black Propaganda and other evils occur.

PR used soon enough can avert much of these consequences.

But there are always two in any fight and the other side may not want to live and so set themselves up.

Intelligent early PR is the best remedy. But it is not always possible.

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HCO POLICY LETTER OF 28 MAY 1971

Remimeo

PR Series 8

TOO LITTLE TOO LATE

The hallmark of bad promotion is "Too Little Too Late".

Probably the most aggravating and most suppressive error that can be made by those doing promotion or other PR actions, is to plan or announce an event too close to the date for anyone to come.

Typical report "Only 50 came to the Congress. I guess it just wasn't popular."

An exec hearing this ran validly suspect "too little too late" as the real WHY. He would be 95% right without even querying further.

"When did you announce the July I Congress?" Usual true answer: June 25!

"How many mailings were sent?" Usual true answer: 500 "because FP What other promotion was done?" Usual true answer: None.

Reason for only 50 at the Congress: "Too little promotion announced too late for anyone to come."

Often this factor is hidden. Other more dramatic reasons, not the true WHYs are advanced. "There was a football match the same date." "We are in disrepute." "There is an anti-campaign ... The press Yap, yap, yap. All lies. It was just too little promotion too late.

"Nobody showed up for the VIP dinner." The right response to this is "When did you send the invitations?" "Well, you see, FP wouldn't give us any stamps so "WHEN did you send the invitations?" "The same morning as the dinner was held." "Were they engraved?" "No we sort of ran them off on mimeo."

Just why event failures are 95% traced "handled at the last moment without proper planning and without proper verified addresses and without enough posh or volume" is itself a mystery.

Undermanned PR section is the most charitable reason.

PR in reality is about 80% preparation of the event and about 20% event.

If the preparation is not planned and prepared fully well in advance of the event, the events fail.

Off the cuff PR is sometimes necessary. But usually made necessary by lack of foresight and hard work.

There is a rule about this:

THE SUCCESS OF ANY EVENT IS DIRECTLY PROPORTIONAL TO THE TIMELY PREPARATION.

In other words, poor preparation made too late gives an unsuccessful event.

PR is hard work. But the hard work mostly occurs before there is any public view of it. The work in the event itself is pie.

You see these beautifully staged affairs, these flawless polished occurrences. They look so effortless. Well, they LOOK effortless because a fantastic amount of preparation went in to them ahead of time.

A well attended event is planned and drilled and announced ages ahead of the occurrence.

Even a mere dinner has to be announced at least a week in advance.

PRs who don't work hard to plan and drill and who don't announce in time with enough promotion have flops.

So PR flops come from failures to plan, drill, promote enough and in plenty of time.

Therefore PR successes are best guaranteed by data gathering, sharp planning, heavy drilling, timely announcement and adequate promotion.

Even a surprise event has to be handled this way for everyone except those for whom the surprise is intended.

So gather the data that will guide planning, plan well, program it, do all the clerical actions necessary, announce it in ample time, drill all those connected with it heavily until they're flawless and then stage it.

And there you are, a "spontaneous", highly successful event.

Whether it's a protest march, a press conference, a Congress, a new Course or dinner for VIPs or even just friends, if it's to be a success, prepare it and announce it widely in plenty of time.

There was this grave where they buried a failed PR man. And on the headstone they put, "George Backlog. Too Little, Too Late." They had to shoot him because he broke the company's leg.

A mediocre event very well prepared and announced well and in time will succeed better than the most splendid event done off the cuff.

The next time you see empty seats remember and use this P/L. Or better still do it right in the first place.

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HCO POLICY LETTER OF 30 MAY 1971

Remimeo

PR Series 9

MANNERS

The original procedure developed by Man to oil the machinery of human relationships was "Good Manners".

Various other terms that describe this procedure are-politeness, decorum, formality, etiquette, form, courtesy, refinement, polish, culture, civility, courtliness and respect.

Even the most primitive cultures had highly developed rituals of human relationship. In studying 21 different primitive races, which I did first hand, I was continually impressed with the formalities which attended their interpersonal and intertribal and interracial relationships.

Throughout all races, "bad manners" are condemned.

Those with "bad manners" are REJECTED.

Thus the primary technology of public relations was "Manners".

Therefore a public relations man or team that has not drilled and mastered the manners accepted as "good manners" by those being contacted will fail. Such a PR man or team may know all the senior PR tech and yet fail miserably on the sole basis of "exhibiting bad manners".

"Good manners" sum up to (a) granting importance to the other person and (b) using the two way communication cycle (as in Dianetics 55). Whatever motions or rituals are, these two factors are involved. Thus a PR violating them will find himself and his program rejected.

Arrogance and Force may win dominion and control but will never win acceptance and respect.

For all his "mental technology" the psychiatrist or psychologist could never win applause or general goodwill because they are personally (a) arrogant beyond belief (b) hold others in scathing contempt ("man is an animal", "people are all insane", etc). Born from Bismarck's military attitude these subjects have borrowed as well the attitude which made the Nazis an object of worldwide condemnation. No matter how many people were maimed or killed, the Nazi would never have dominated the world anymore than their "mental scientists" will ever win over humanity.

They just don't have "good manners"; i.e. they do not (a) consider or give others a feeling of importance and (b) they are total strangers to a comm cycle.

SUCCESSFUL PR

All successful PR, then, is built upon the bedrock of good manners as these are the first technology developed to ease human relations.

Good manners are much more widely known and respected than PR tech. Therefore NO PR tech will be successful if this element is omitted.

Brushing off "mere guards" as beneath one's notice while one goes after a contact with their boss can be fatal. Who talks to their boss? These "mere guards".

Making an appointment and not keeping it, issuing an invitation too late for it to be accepted, not offering food or a drink, not standing up when a lady or important man enters, treating one's subordinates like lackeys in public, raising one's voice harshly in public, interrupting what someone else is saying to "do something important", not saying thank you or good night-these are all "bad manners". People who do these or a thousand other discourtesies are mentally rejected by those with whom they come into contact.

As PR is basically acceptance then bad manners defeat it utterly.

A successful PR person has to have good manners.

This is not hard. One has to assess his attitude toward others and iron it out. Are they individually important? One has to have his two way comm cycle perfect so perfect it is so natural that it is never noticed.

Given those two things, a PR can now learn the bits of ritual that go to make up the procedure that is considered "good manners" in the group with which he is associating.

Then given PR tech correctly used, one has successful PR.

IMPORTANCE

You have no idea how important people are. There is a reversed ratio-those at the bottom have a self importance far greater than those at the top who are important. A char lady's concept of her own importance is far greater than that of a successful general manager!

Ignore people at your peril.

Flattery is not very useful, is often suspect, as it does not come from a sincere belief and the falsity in it is detectable to all but a fool.

A person's importance is made evident to him by showing him respect, or just by assuring him he is visible and acceptable.

To see and acknowledge the existence of someone is a granting of their importance.

To know their name and their connections also establishes importance.

Asserting one's own importance is about as acceptable as a dead cat at a wedding.

People have value and are important. Big or small they are important.

If you know that you are half way home with good manners.

Thus PR can occur.

COMMUNICATION

The Two Way Comm Cycle is more important than the content.

The content of the comm, the meaning to be put across to another or others is secondary to the fact of a Two-Way Comm cycle.

Comm exists to be replied to or used.

Comm without the Comm cycle being in first must exist before it carries any message.

Messages do not travel on no-line.

Advertising is always violating this. Buy Beans! Into the empty air. Other things must establish the line. And the line must be such as to obtain an answer, either by use or purchase or reply.

A funny example was a letter writer who without preamble or reason told people to buy a multi-thousand dollar package without even an explanation of its use or value. Response zero. No comm line. He was writing to a name but not really to anyone.

In social intercourse a comm cycle must be established before any acceptance of the speaker can occur. Then one might get across a message.

Good manners require a two way comm cycle. This is even true of social letters and phone calls.

Out of this one gets "telling the hostess good night as one leaves".

One really has to understand the two way comm cycle to have really good manners.

Without a two way comm cycle, PR is pretty poor stuff.

PRIMITIVES

If an American Indian's ritual of conference was so exact and complex, if a thousand other primitive races had precise social conduct and forms of address, then it is not too much to ask modern man to have good manners as well.

But "good manners" are less apparent in our times than they once were. This comes about because the intermingling of so many races and customs have tended to destroy the ritual patterns once well established in the smaller units.

So one appears to behold a sloppy age of manners.

This is no excuse to have bad manners.

One can have excellent manners by just observing:

(a) Importance of people

~b) 2 Way Comm Cycle

(c) Local rituals observed as proper conduct.

These are the first musts of a PR man or woman.

On that foundation can be built an acceptable PR presence that makes PR succeed.

L. RON HUBBARD

Founder

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Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 2 JUNE 1971
Issue 11

Rernimeo
PRO Course Checksheet
Div 6 See Hat
Dept 16 Hats

PR Series No. 10

**BREAKTHROUGH
PR AND PRODUCTION
TONE SCALE SURVEYS**
(Reference: FEBC Tape No. I
which contains the full text.)

THE LAWS OF PR

THE PRIMARY BARRIER TO PRODUCTION IS HUMAN EMOTION AND REACTION.

PR IS THE SOCIAL TECHNOLOGY OF HANDLING AND CHANGING HUMAN EMOTION AND REACTION.

A LOW PRODUCTION AREA IS OUT-MORALE BECAUSE IT IS LOW PRODUCTION. IF YOU CAN NURSE THE AREA UP TO PRODUCTION YOU HAVE MORALE.

DON'T USE NEGATIVE ARC IN A PR SURVEY. MAKE IT LIGHT SO IT INVOLVES COMMUNICATION.

To get a PR survey done in an area that is barriered against production, you begin by writing down three VERY DIRECT questions that you want answered. One question for each of BE, DO, HAVE.

On a Survey of Lower Slobovia central command point, the 3 direct questions could be:

1. (BE) Do you want this joint to succeed?
2. (DO) Are you personally going to be active in getting this show on the road?
3. (HAVE) Are you going to directly assist Scientology to acquire Lower Slobovia?

Now you translate these into the field of human emotion. Each direct question is concerned with one or more of A, R and C. You put down by your direct question what each question is concerned with.

In the example above,

1. is A
2. is A or C
3. is R.

You now phrase a question to which you will get a reaction, and that reaction you get has to be the reaction of the individual to the *direct* question, but you get that reaction by asking him a different question translated into terms of emotion that will give you his reaction willy-nilly. He can figure his way round the direct question to give

you a PR answer. He cannot help but give you his reaction if you involve his emotions, The direct question does not involve his emotions so that he doesn't give a reaction you can observe clearly as *the* reaction to the question.

Having established your BE, DO, HAVE questions and added your connotations of A, R, C, you can translate the direct question into a survey question that involves his emotions and gives you his reaction.

The examples above could translate as follows:

1. Do you think that increased efficiency in management would bring about a more desirable organization?
2. Would it be more pleasant working within such a framework?
3. Have you envisioned improvements that would occur in Lower Slobovia if Scientology were more widely used?

Now you pretest the survey mentally, paying attention to dictation and comprehension, rephrasing to ensure adequate communication without losing any of the sense of your question, per the Art formula.

The Surveyor contacts the people to be surveyed, asks his questions and makes notes of the answers given; he also makes sure he notes the reaction. He should write down the *Tone Level* of the reaction to each question. He doesn't handle anything-just the question, recording the answer and the reaction.

Tabulation of the results gives you a majority of reactions on one Tone Level.

You can now design your PR Campaign on a Tone Level half or one notch above that level and be sure to obtain wide agreement, by the rules contained in Science of Survival.

Thus the barrier of human emotion and reaction is removed.

The duty and function of PR is to remove the barrier of human emotion and reaction.

You hit at the heart of reaction when you get into human involvement.

You hit at the basic on any production situation when you get into BE, DO, HAVE.

You hit at his emotion when you address his A, R, C.

So you involve him when you get his emotion and thus his reaction.

You can strip off the verbiage in the survey and its tabulation and get a numerical answer (Tone Level figure) for each question.

Different publics can be PRed. Finance Publics for example, as well as Production Publics-sometimes finance people get into conflicts with Production.

PR is always perfectly okay as long as it is real. If not real, it acts as a stop. You find the R by establishing if there is a situation to begin with, surveying to get the Tone Level, figuring out the average response of the group on each question-and design a PR campaign to handle.

There is a 1-2-3 not quite figured out in designing the Campaign. But these are the basic concepts of the science of PR. It covers the field of manipulation of human emotion.

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Founder

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Remimeo

PR Series 11

**PR AREA CONTROL
THREE GRADES OF PR**

These are the three grades of PR:

Perfect PR: GOOD WORKS WELL PUBLICIZED.

Inadequate PR: GOOD WORKS WHICH SPEAK FOR THEMSELVES.

Enemy PR: BAD WORKS FALSELY PUBLICIZED.

Extracted from LRH Conference Notes

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by
CS-6
for
L. RON HUBBARD
Founder

SEA ORGANIZATION

FLAG ORDER 3094

16 December 1971

Ship Port
IC tain's

01 **N**, c e
Div 6 SO
Orgs
Flag Div 6

PRO AREA CONTROL

PRO (Public Relations Office) Area (port and town and country) Control (regulate, start change and stop from cause point) is the basic action of the Port Captain's Office (or Div 6 in an org).

Customs, Immigration, dockmasters, police, officials, town officials, inhabitants, country officials, country inhabitants, and the lines and activities of all these as they affect the ship or org are the subject of "PRO Area Control".

The tech of how this is done is found in the book "Effective PR", the PR Series P/Ls, FOs and FSOs. It is a technology.

The extent of one's PRO Area Control can be measured at once by counting up the points one is not controlling from the Company or org viewpoint and the points one IS controlling. This gives you a ratio like 3 to 6 or one half.

Example: Immigration and Customs are NOT doing what we want. Agents, Dockmasters and Police are. Thus we have 2/3rds effective PRO Area Control.

This is poor, showing a 1/3 failure.

Now the tech to apply is a survey of all five points to find out, let us say, what they want one to be, what they want one to do, and what they want to have from one. (See FEBC Tape on PR.)

Then one surveys further to find out what problem they are trying to solve by having us be, do, have these things.

This puts us at cause because we can now handle their misinformation, reassure their suspicions and generally increase ARC.

A project to get all required points now known in and followed would now be done and executed.

Result - PRO Area Control.

L. RON HUBBARD
Commodore

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 OCTOBER 1971

Remimeo
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PR Series 12

PROPAGANDA BY REDEFINITION OF WORDS

A **long** term propaganda technique used by socialists (Communists and Nazis alike) is of interest to PR practitioners. I know of no place it is mentioned in PR literature. But the data had verbal circulation in intelligence circles and is in constant current use.

The trick is-WORDS ARE REDEFINED TO MEAN SOMETHING ELSE TO THE ADVANTAGE OF THE PROPAGANDIST.

A prime example is the word CAPITALIST. Once it meant "one who makes his income from the interest of loaning money to others". That is still the definition in economics. Through propaganda redefinition a capitalist became a person of wealth who invested in *business* (making him an owner, not a banker) and currently is someone who exploits others, urges war and stamps on workers! In short the word is changing in meaning by the efforts of those who are trying to own everything in the country under the guise of being the workers' friend. Totalitarian socialism must eradicate the private owner in order to grab the property for themselves. Hence, an intense concentration on redefining the word "Capitalist" and "Capitalism".

Many instances of this exist. They are not "natural" changes in language. They are propaganda changes, carefully planned and campaigned in order to obtain a public opinion advantage for the group doing the propaganda.

Given enough repetition of the redefinition public opinion can be altered by altering the meaning of a word.

The technique is good or bad depending on the ultimate objective of the propagandist.

"Psychiatry" and "psychiatrist" are easily redefined to mean "an anti-social enemy of the people". This takes the kill crazy psychiatrist off the preferred list of professions. This is a good use of the technique as for a century the psychiatrist has been setting an all time record for inhumanity to man.

The redefinition of words is done by associating different emotions and symbols with the word than were intended.

The American Medical Association and the National Association for Mental Health in England and South Africa and the "British Psychological Association" in Australia have been working very hard to redefine Scientology in the public mind.

Two things occur because of this-the Scientologists are redefining "doctor?", "psychiatry" and "psychology" to mean "undesirable anti-social elements" and are trying to stabilize the actual meaning of "Scientology".

The AMA has even gotten US dictionaries to redefine "Dianetics" as a "pseudo-science from Science Fiction".

Fortunately the public does not respect and is not responding to Mass news

media. Mass news media believes it steers public opinion, but in actual fact can get a reverse effect.

"The capitalistic AMA is seeking to deny the people the benefits of new discoveries such as Scientology because it would eradicate the great profits the AMA makes from the psychosomatic illnesses of the people," would be a statement reversing the reversal of meaning. One has to find, pinpoint and denounce the propagandists to make headway against such an effort of redefinition. One brands the propagandist and blows the effort to redefine, using a steady standard PR campaign to do so.

One can also use redefinition by exposing the effort to redefine.

A case in point is the word "Psychology".

Webster's International Dictionary of the English Language-1829 defines "Psychology: A discourse or treatise on the human soul; the doctrine of the nature and properties of the soul."

Webster's High School Dictionary-1892 "Psychology: The powers and function of the soul."

Merriam Webster's 3rd International Dictionary-1961 "Psychology: the science of mind or mental phenomena or activities; the study of the biological organism (as man) and the physical and social environment."

Somewhere along the way, Man lost his soul!

We pinpoint when and we find Professor Wundt, 1879, being urged by Bismarck at the period of Germany's greatest militarism, trying to get a philosophy that will get his soldiers to kill men. And we find Hegel, the "great" German philosopher, the idol of super-socialists, stressing that WAR is VITAL to the mental health of people.

Out of this we can redefine modern psychology as a German military system used to condition men for war and subsidized in American and other universities at the time the government was having trouble with the draft. A reasonable discourse on why "they" had to push psychology would of course be a way of redefining an already redefined word, "Psychology".

The way to redefine a word is to get the new *definition* repeated as often as possible.

Thus it is necessary to redefine medicine, psychiatry and psychology downward and define Dianetics and Scientology upwards.

This, so far as words are concerned, is the public opinion battle for belief in your definitions, and not those of the opposition.

A consistent, repeated effort is the key to any success with this technique of propaganda.

One must know how to do it.

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 5 DECEMBER 1971

Issue II

Remirneo
Div 2 Hats
Div 6 Hats
PR Cse Checksheet

PR Series No. 13

HOW TO DO A PR SURVEY

SURVEY means "a careful examination of something as a whole and in detail".

The word "survey" as used in Public Relations terminology means to carefully examine public opinion with regard to an idea, a product, an aspect of life, or any other subject. By examining in detail (person to person surveying) one can arrive at a whole view of public opinion on a subject by tabulating highest percentage of popular response.

The purpose of this Policy Letter is to describe the two most important aspects of surveying so that 100% successful results can be obtained every time. Though there are many different *types* of surveys, the method used is the same. The two components of surveying are:

- I . The Mechanics of doing the survey itself.
2. The Beingness of the surveyor.

THE MECHANICS

The actions involved in doing a survey are simple and few. The first thing you do is establish the questions you are going to ask into the public to find out what is wanted and needed, popular or unpopular or whatever. Creating the survey questions is a technology in itself and is covered primarily in HCO Policy Letter 2 June 1971 *PR Series No. 10*.

After the questions are established they are mimeoed on survey forms or typed on a piece of plain paper for the surveyor to refer to. If one were doing a survey in a city where large numbers of people are interviewed the survey forms might be most practical. However, all that is needed for most surveys is a clipboard with plenty of plain paper and several ball point pens. The survey question page is then placed on top of the pad of paper and flipped back while taking notes of the interview.

The only materials needed for a survey are several ball point pens (so running out of ink in the middle of the survey doesn't cause interruption), plenty of paper and a clipboard.

To begin a survey, you simply walk up to a person and in a friendly manner introduce yourself (if a stranger) and ask to survey them. If additional R-Factor is requested, it is given and then the survey is begun.

Ask the person the first question, flip back the question page and take down the answer. Be sure to number the answers corresponding to the question number being asked. You needn't write down every word as the person speaks to you but get the most important points. You will find, after practice surveying, you can write almost everything down.

After the person has answered the first question, thank him or her with good TRs

to acknowledge that comm cycle and go to the next question. All you have to do is **BE THERE, be INTERESTED in what** the person is saying, and take down his answers.

At the end of the survey thank the person very much. The person will most likely be thanking you by this point as people LOVE to be asked their opinion of things. And having another terminal grant beingness to this and listen attentively is a rare and valuable experience to many.

Then go to the next person and repeat the same procedure. This is all there is to the mechanical action of surveying.

The final tabulation of a survey is very simple. The following data was written and compiled while conducting an Ethnic Survey.

I . Count all the surveys.

2. Establish various categories of answers for each question by listing answers briefly as you go through the surveys.
3. Soon you will be able to merely mark a slant by each category, the slant meaning one more answer of a similar nature.
4. Then you total the answers given for a particular category of answer. Let's say you had 1,500 answers of a similar nature to one question and your total number of surveys is 2,500. This means 60% gave that similar type of answer (1500).

2500

5. You then list each question and under that question list the categories of answers and the percentage from the highest to the lowest.
6. The only mistake you can make is not to realize the similarity of answers and so have a great diversity of categories.

BEINGNESS OF THE SURVEYOR

Just as an Auditor has to have his TRs in, has to abide by the Auditor's Code and BE there as a terminal for the pc to communicate to, so must a Surveyor.

Outward appearance of the surveyor must be clean, tidy, and the dress ethnically acceptable for whichever public is being surveyed.

A successful surveyor must have a high affinity for other beings-friends or complete strangers. A friendly NATURAL approach to people is required. A sincere smile and good TRs is the door opener. And CONFRONT. You have to reach out to complete strangers and get them interested in themselves enough to let you know where their Reality is at so you can help them.

This is completely natural to any trained Scientologist anyway. A Scientologist knows the formula of communication, knows to grant beingness to another, and that ARC = Understanding. With these factors and the basic TRs in, the person being interviewed will feel relaxed about communicating his ideas and Realities.

This is all there is to surveying, and you will be amazed with the results attained!

Listed below are some DON'TS just to make sure possible pitfalls are known about and avoided.

- 1 . Don't dress in an unclean or unethnic way. That would automatically make you unwelcome.
2. Don't be short of materials and have to fumble for a pen or survey form. The person might walk off from you in the meantime if you're doing a survey on the street.

3. **Don't** be backward or shy. Would make you look unconfident of your own product or purpose for being there.
4. Don't overwhelm with forceful overzealous approach or comm.
5. Don't be over-serious, or on the other hand giddy. Anything phony is absolutely detrimental.
6. Don't do socially unacceptable practices like chewing gurn loudly, biting your fingernails or any one of dozens of other little annoyances.
7. Don't be in too much of a hurry. The person must feel you CARE about what he feels and thinks.
8. Don't be propitiative or the other extreme condescending. Be YOURSELF, in valence and confident.
9. Don't cut a person's comm or be gruff in any way.
10. Don't act super-sweet either. Be *friendly* and BUSINESSLIKE.

As a matter of interest, there is a certain PR textbook which describes a method of surveying called "depth interview". It is said that this method takes highly trained interviewers and skilled analysts.

Now these fellows think a successful surveyor needs *years* of training of some kind or another.

But because you have the technology to UNDERSTAND the basics of the mind, yourself and other people, you accomplish what seems miraculous by any other standards.

The miracles of Survey results are easily attainable and *valuable*. But don't be surprised if other people still think you're a genius.

LRH Personal PRO for L. RON HUBBARD Founder

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HCO POLICY LETTER OF 7 JANUARY 1972

Rernimeo
ED Hats
Div 2 Hats
Div 6 Hats
PR Cse Checksheet

Issue II

PR Series No. 14

CREATING SURVEY QUESTIONS

The purpose of this policy letter is to fully document how survey questions, to evoke human emotion and reaction, are derived. Included are examples of actual surveys done, showing the SITUATION, the SURVEY QUESTIONS, the SURVEY RESULTS and resulting PR PROGRAM to handle. A good many of the surveys were done within the org to find human emotion and reaction barriers to production amongst staff members. The examples are given in chronological order so that one may see how the survey and PR technology was evolved by Ron during the years of 1970 and 1971.

SURVEY EXAMPLE I SITUATION:

Due to various causes, morale is not what it should be aboard.

The full intention of Command is to have things running smoothly and safely for all hands.

Major Target: To interview each individual crew member and obtain his honest state of opinion regarding his post and issues.

Vital Targets:

1. Not to interrupt the work of or worsen the situation.
2. To improve matters by survey.
3. To obtain data so that a new sensible reality can be established by PR programs.

Primary Targets:

1. Provide yourself with paper, clip board and ball points.
2. Work at this at optimum periods.

Operating Targets:

1. To approach persons individually. Draw them out of groups.
2. Just listen and prompt and question. Don't interrupt or interject. Don't comment on what they say to them.
3. Make useful, not necessarily voluminous, notes.
4. Cover each question.
5. Excerpt results.
6. Design programs to handle what is found. **QUESTIONS AND RESULTS:**

Survey R-factor - The Commodore wants your opinion on certain matters to

help handle them.

A) What do you feel command intention really is? 33% 1. Clear the Planet.

31% 2. Something planned from Source or high org executive to be carried out by staff members.

16% 3. Everyone doing his job and getting the show on the road. 7% 4. Well trained crew in tech, policy and seamanship.

- 5% 5. Provide safe environment so LRH can get on with his research.
 5% 6. Successful management of outer orgs.
 3% 7. Miscellaneous.
- B) What do you feel you should know more about to get your job done?
 30% 1. Tech, Policy and Seamanship.
 22% 2. OECPolicy.
 20% 3. Specifics relating to hat.
 14% 4. Nothing in particular.
 9% 5. More briefing re: schedules and Flag Org actions with outer orgs.
 5% 6. Scientology tech.
 0% 7. Miscellaneous.
- C) What do you really need to get your job done?
 32% 1. Nothing in particular.
 20% 2. More training.
 17% 3. Specifics pertaining to hats.
 13% 4. More time (without arbitraries and distractions).
 8% 5. More personnel.
 7% 6. To be left alone to get on with it.
 3% 7. More briefing of ship schedules for planning work cycles.
- D) What would you like to see us doine.
 31% 1. Expanding Scientology around the planet.
 21% 2. Group co-operation and co-ordination.
 16% 3. Crew getting trained and OT.
 14% 4. Whatwearedoing.
 13% 5. Moving more and to different ports.
 3% 6. Getting stats up in outer orgs.
 2% 7. Miscellaneous.
- E) What changes should occur?
 30% 1. What we are doing is good.
 24% 2. More expansion in the field for more flow of recruits to Flag.
 20% 3. More trained personnel in tech and policy.
 13% 4. More briefing of the crew on Flag Org operations.
 7% 5. Specifies relating to post.
 4% 6. Noopinion.
 2% 7. Miscellaneous.

The following is an item from the Flag Orders of the Day with regard to one tabulated survey by LRH.
 FRI 24 April 1970

"SURVEY

The survey of the Ship's Company purposes and opinions has been completed and all hands are thanked for their contribution to it.

Results will be issued in due course.

There is an astonishing similarity in the answers which demonstrates we are all of similar opinion on vital questions.

It discloses there is far less dissidence in the company than might have been supposed.

We are a true group.

The survey will be of great use in future planning.

LRH, COMMODORE"

SURVEY EXAMPLE 2

SITUATION:

'INJURY SURVEY

Please interview the 5 people recently injured to discover what's going on?
I've never had any injured people like this.
All in this port.
See if you can 2 way comm it and get some common denominator.

Love,
Ron"

RESULTS:

The Common Denominator found followed this pattern:

- 1 . EXTERIOR at time of injury.
2. Attention OFF the body.
3. Physical contest being engaged in.
4. NO PAIN involved (though 2 needed stitches!).
5. NO MISEMOTION at having injury, mild interest only.
6. A feeling of POWERFULNESS prior to injury.

Following is an item entered in the next day's Orders of the Day by I-RH.

4 June 1970

'INJURIES

Those recently injured were not PTS. Survey showed they were exterior and feeling powerful and didn't watch where they were sending the body.

LRH, COMMODORE"

SURVEY EXAMPLE 3

SITUATION:

A cross-section survey is needed on *what we are thought to be aiming for*.

QUESTIONS AND RESULTS:

- 1 . What is your conception of what we are doing currently?
 - A) Getting the ship's company trained up in specialist seamanship and then admin functions.
 - B) Getting Scientology tech fully back in use and orgs running smoothly.
2. What is your idea of the ideal we are working towards?

Immediately - smooth running Sea Org and Scn networks.
Ultimately - a clear and sane planet.
3. What is being done to achieve it?

Strengthening ourselves internally while keeping our external lines operating.
4. Do you feel we are making it?

Yes!
5. Does anything need to be changed so we can make it faster?

More training.
More processing.
Any counter intention removed.

More promotion.

Faster and wider acceptance of Scn.

6. When do you think we will make it?

Current ship programs 2-6 months.

Scientology org programs 1-2 years.

Planetary Scr. influence 2-5 years.

Real Planetary control 10-20 years.

An LRH OODay item of the next day comments on the survey results.

24 June 1970

"SURVEY

The cross-section survey just done regarding what we are doing showed 'very good results, and the answers were quite consistent'.

We sure have group agreement on what we are doing!

There were very good indicators on this survey. There was an overall feeling of confidence among all those surveyed (a 28 person cross-section of the ship).

There was confidence that we are progressing oil a steady and positive uptrend and that the next few years will show monumental victories in our favor.

LRH, COMMODORE"

BREAKTHROUGH

During the month of January 1971 LRH made a major advance in the subject of PR and surveying. That is-PR Surveying in combination with the Tone Scale tech. He discovered the BASIC LAWS of PR as contained in PR Series 10. Thus, ONE SURVEYS TO FIND THE REALITY OF A PERSON *ABOUT* SOMETHING. The person's Tone Level about this subject is noted. This tone level establishes the Affinity or lack of, the person has about the subject. Emotion is A. A is the Tone Scale. (NOTE: The person's tone level *toward* the SURVEYOR and *about* the SUBJECT may be two entirely different tone bands so don't get them confused. The person may be in Enthusiasm *toward* the Surveyor but Antagonism *about* the subject being surveyed. It is the latter tone level which is of value. People don't just have a tone. They have a tone *toward* something.)

You survey to determine the R (reality) of each person so as to raise the A about the subject through the PR campaign.

You're looking for agreement. This is the key to SALESMANSHIP. To get agreement you come down to the point where the guy will agree with you. You determine the R (Reality) they agreed with. Translate this into A (affinity tone). R is monitored by A attitude. You then raise the R $\frac{1}{2}$ to I tone band and this establishes the C (comm) level.

The following item by LRH in the Orders of the Day of 25 Jan 71 summarizes this.

"PR

Some more PR data has been developed. The same public varies by Continent.

One tests the tone with R questions, reads the A off the Tone Scale, develops the program at the A half a tone above and uses the R of that tone. R to A, up half, A of that to new R desired. Gives one the Pgrn that *Communicates*, raises toile.

A survey of a tone must be a tone *about* something.

See Science of Survival's Chart of Human Emotion. Read the book. The new and future bible of PR followed by 8-8008 for the graduate PR expert! Finally came into its own!

LRH, COMMODORE" 25 . 1 . 71

On 18 January 1971 Ron made a tape entitled PR *Becomes a Subject* which outlines the basic laws of PR. An excerpt follows.

"PUBLIC RELATIONS IS FOR THE HANDLING AND CONTROL OF HUMAN EMOTION AND REACTION.

IT'S A THIRD DYNAMIC TECHNOLOGY.

So how do you make up survey questions? It's simple. You get three questions: One is the equivalent of BE, one is equivalent of DO, one is equivalent of HAVE. BE, DO, HAVE-three questions. Above and below it you could have a couple of null questions. You're trying to find out if somebody on the assembly line likes automobiles. He's building them, does he like them? Well, that's an easy one because it's already a human emotion. 'Do you like automobiles?' Well, let's find out if he's going to work on the assembly line. Let's make it a little bit tougher. Now we're going

to find out 'Are you going to work on the assembly line?' Alright, we go around and say 'Are you going to work on the assembly line?' and the guy says 'No' and the next guy says 'Yes' and so forth ... you get no place. So

THEREFORE, YOU TAKE THE QUESTIONS YOU WANT TO KNOW ON THE SUBJECT OF BE, DO, HAVE AND YOU ENCODE THEM INTO HUMAN EMOTION USING THE ARC TRIANGLE.

We don't care whether you put A or R or C after each question.

YOU'RE GOING TO TRANSLATE THE BASIC QUESTION THAT YOU KNOW INTO HUMAN EMOTION IN ORDER TO OBTAIN INVOLVEMENT AND YOU IMMEDIATELY HAVE INVOLVEMENT.

So you get the true answer, don't you? But the target of your subject is of course the control of human emotion and reaction. So if that is the case, then you would have to have involvement in human emotion and reaction. So how do you put this question together?

THIS SUBJECT IS THE CONTROL OF HUMAN EMOTION AND REACTION, SO THEREFORE THE QUESTIONS OF YOUR SURVEY HAVE TO BE WHAT YOU WANT TO KNOW TRANSPORTED OVER INTO A HUMAN EMOTION AND REACTION. BE: 'Do automobiles exist?' translated once across for an A, is 'Do you like automobiles?' Now you will get then an emotional response which can be plotted. Now why all this? Because

THE PRIMARY BARRIER TO PRODUCTION IS HUMAN EMOTION AND REACTION. THAT'S THE PRIMARY BARRIER TO PRODUCTION.

All at once we know where PR lives.

THERE'S ITS USE. NOT IN GETTING SOMEBODY TO BECOME A MAN OF EXTINCTION BY DRINKING SEAGRAM'S WHISKEY TO AID AND ASSIST ADVERTISING WHICH WOULD BE A MINOR USE, BUT ACTUALLY TO SOUND OUT THE PUBLIC TO WHICH THE CAMPAIGN IS ADDRESSED SO AS TO HANDLE THE HUMAN EMOTION AND REACTION.

Now to trace it back through. The basic law that we're involved with then is: *The primary barrier to production is human emotion and reaction.* Public relations is the technology of handling and changing human emotion, handling and controlling human emotion and reaction.

SO YOU HAVE TO FIND OUT WHAT IS THE HUMAN EMOTION AND REACTION SO YOU GET AN ENCODING OF THE QUESTION, THREE QUESTIONS, ONE BE, ONE DO, ONE HAVE. YOU TRANSLATE THOSE OVER INTO AN EMOTIONAL QUESTION BY ADDING THE ARC TRIANGLE. YOU PLOT THAT NOW. YOU GET YOUR HUMAN EMOTIONS IN RESPONSE TO THESE QUESTIONS. YOU ADD THEM UP. YOU PUT YOUR PROGRAM TOGETHER AGAINST THE TONE SCALE, ONE HALF TO ONE BAND ABOVE. YOU WILL HAVE A PRETTY UNIFORMLY SUCCESSFUL METHOD OF REACH.

SO WHEN ALL SEEMS TOO GRIM AND YOU CANT SEEM TO GET YOUR POINT ACROSS AND YOU CAN'T SEEM TO GET YOUR PRODUCT AND IT JUST WON'T ORGANIZE THAT WAY, THEN YOU DO HAVE A TOOL AND THAT TOOL IS CALLED PR. AND IT HAS ITS OWN TECHNOLOGY AND WE HAVE MADE A BREAKTHROUGH IN THIS SUBJECT."

EXAMPLE

As an example of this, let's pretend we want to survey HCO. The ED of the org has an idea not a person in HCO is hatted, though a major product of HCO is Personnel Hatted. In this HCO there may be some counter-opinion re getting hats on. The implementation of policy of Management is the first line of PR.

We're trying to obtain data to popularize and remove barriers from hatting. It may very well be hatting is the least popular function of HCO.

Developing the Survey Questions

1. You make a statement of a possible situation. (ie: It may be hatting is the least popular function of HCO.)

2. You then think up several BLUNT, head-on type questions.

BE: What is your hat?
DO: What do you actually do?
HAVE: What is your product?

3. You then convert those questions so you get a HUMAN ELEMENT. In that way you get an involvement. A PR question must always contain a "human" or "being involvement".

BE: Are you interested in your hat?
DO: Do your duties align with your own purpose?
HAVE: Do you consider your product contributes to the group?

A further question encoded could be:

DIRECT: Are you being trained in your Hat?
to

ENCODED: Do you find the training you are getting on your hat interesting?

The purpose of this survey would be to obtain data to popularize and remove the barriers from hatting,

Re: PRODUCTION

VALIDATION OF ACCOMPLISHMENT IS GARDEN VARIETY PR.

ONE RULE ABOUT A PRODUCTION OFFICER IS HE HAS TO WANT THE PRODUCT BEFORE HE GETS IT.

THIS IS HUMAN EMOTION AND REACTION.

Policy interpreting-wise, does the group want the product?

Thus there is the:

1. ADMIN approach, which the Org or Production Officer uses which is a straight question. (ie: What is your hat?)
2. HUMAN (or PR) approach, which is used by the PR man to find basic desires and OPINION, (ie: Are you interested in your hat?)

YOU HIT AT THE HEART *OF* THE RESISTANCE-TO WHEN YOU GET INTO THE HUMAN INVOLVEMENT,

The Key PR Datum is of course THE GREATEST BARRIER TO PRODUCTION EFFICIENCY IS HUMAN REACTION.

and

A LOW PRODUCTION AREA IS OUT-MORALE BECAUSE IT IS LOW PRODUCTION.

IF YOU CAN NURSE IT UP TO PRODUCTION, YOU HAVE MORALE.

SURVEY EXAMPLE 4

SITUATION:

A survey needs to be done in Department A to find out who or what keeps the

area upset.

DIRECT QUESTIONS

- BE 1. Do you want your job?
- DO 2. Are you doing your job?
- HAVE 3. What is wrong in Dept A area?

ENCODED QUESTIONS

- BE 1. Do you enjoy your post?
- DO 2. Are you having any difficulties on your post?
- HAVE 3. What changes are needed, if any, in the Dept A set-up?

RESULTS: .

10 staff out of 17 had good indicators, were willing, having wins and creating their posts.

The other 7 were to varying degrees conservative about their posts, having minor difficulties and upsets.

It was found that unstabilization was coming from external sources to the division. Le. HCO (1) allowing frequent personnel changes and (2) not ensuring the area was hatted.

HANDLING:

These two factors were gotten in on HCO from an exec level and the Dept A area stabilized remarkably.

SURVEY EXAMPLE 5

SITUATION:

3 or 4 days ago an urgent order was given to. (area). It was not done and the situation went unhandled, causing severe overload to staff in the area.

We are looking for an attitude of defiance and one or more attitudes of helpless child.

RAW QUESTIONS

1. What hat are you wearing actually if any?
2. Why didn't you handle your post in this emergency?
3. Are you unwilling to have fast lines and stats?

ENCODED QUESTIONS

Affinity

Tone 1. Did you like the hat you were assigned?

Affinity

Tone 2. What did you feel about the situation?

Affinity

Tone 2A. What was unpleasant about it?

Communication

Tone 3. How do the present (area) lines compare with the early ones we had?

RESULTS:

Various terminals in the area were found to be antagonistic and some apathetic. Others were found to have realized their failure to handle the situation that had Occurred and had taken steps to prevent reoccurrence.

By isolating these factors it was then possible, by keeping a close eye on the area for the next few days, to observe further instances of non-compliance and resistance to handling the area. In which cases additional actions were taken as necessary to hat and handle confusions and non-compliance.

SURVEY EXAMPLE 6

HCO needs further data for posting personnel optimally in two divisions.

QUESTIONS:

1 ~ When you need to know how to do something whom do you ask?

2. Who gets the most done?

3. In the div whom do you feel the most secure about?

RESULTS:

The most upstat of the two divisions answered the questions as follows.

Average Tone 4.0-20. 0

- Q1 A) my immediate senior
B) a reference book
C) figure it out myself
- Q2 A) we all do!
B) our division
C) the same for all of us
- Q3 A) our div head!
B) all the guys in our div
C) myself and the rest th our div.

The less upstat, less productive, low morale division answered accordingly.

Average Tone 2. 0

- Q1 A) try to find out for myself then ask the divhead
B) look in a book
- Q2 Two of the most junior staff in the division named
- Q3 The div head, then the two junior staff members as named in answer 2 (the dept heads not mentioned).

RESULTS:

This survey confirmed the success of the productive division as having stable leadership from the div head, staff who were enthusiastic about their jobs, *high morale* and continually training on their posts. The div as a unit worked with tremendous team spirit. The downtone, poor production division had an unhappy senior with downtone unstable department heads. There was no team spirit in this div and little if any post training actions. The most stable terminals in this division were two junior staff members who had enthusiasm for doing their posts and who trained in their study time to increase their abilities.

HANDLING:

Thus HCO then knew (regarding the unproductive division) who to look to for future exec material, and who would then bring this div to a *high operating* standard. And HCO knew what area to concentrate on most heavily with hatting.

Needless to say nothing was changed in the productive division. As its production increased even higher, it was allotted additional personnel.

SURVEY EXAMPLE 7

SITUATION:

Some staff members' APPEARANCE not up to an acceptable standard. Information needed-the Tone Level average on the subject of APPEARANCE so that a PR program can be formulated and launched at an appropriate Tone Level to reach the Reality of offenders.

ENCODED QUESTIONS

- BE Do you feel good about having a professional looking appearance?
- DO How would you like to dress for your job?

HAVE What would be the advantages of the group being sharply uniformed?

RESULTS:

It was found that staff were strongly interested (3.5) in having good appearance. The main outpoint was lack of uniforms available.

So an Enthusiastic campaign to co-ordinate uniforming of the crew was the answer.

SURVEY EXAMPLE 8 SITUATION:

Personal and org premises not as CLEAN as should be. Attitude and tone level toward cleanliness required so a suitable PR program to upgrade standards can be carried out.

ENCODED QUESTIONS

BE Do you enjoy being very clean?

DO Do you find it more difficult to maintain personal cleanliness on a ship than where you have lived ashore?

HAVE Is the standard of others' cleanliness, personal and living space acceptable to you?

RESULTS:

A cross section survey was done and the average tone level with regard to cleanliness was 2.0-2.5 (antagonism to boredom).

Of those interviewed, various justifications were given by those who didn't keep clean, and these people even admitted they were justifications. Some even admitted to pure laziness.

Among those surveyed who do keep clean, there was the desire to be clean.

Several "un-cleans" invited stricter discipline to keep the standards up.

Therefore what was wanted and needed was more 8-C. The PR program thus derived was firmer HCO enforcement of hygiene and cleanliness. This was a successful campaign with good results.

SURVEY EXAMPLE 9 SITUATION:

Wherewithal. Staff members not adequately aware of their responsibility for org viability and income.

Reality and tone level toward this subject needed establishing so further action could be taken to educate staff on the subject of org viability.

ENCODED QUESTIONS

BE How do you feel about the group making its own way?

DO What can be done to ensure the group has lots of money to work with?

HAVE When do you think you'll be receiving full bonus awards?

RESULTS:

The average tone level of those surveyed was 3.5 (strong interest). There was a high degree of Reality and agreement that the group make its own way.

Therefore to support this agreement, the recommendations of a recent B of I on the subject of Finance were endorsed. This was to place a 6' X 10' graph in HCO reception showing weekly org income. This enabled all staff to see org viability and to feel more at cause over wherewithal by producing on their own posts.

SURVEY EXAMPLE 10 SITUATION:

ETHICS. A general attitude and tone level with regard to the subject of Ethics desired.

ENCODED QUESTIONS

BE How do you feel about Ethics?

DO How do you use Ethics?

HAVE What is the advantage of working within a group which has an Ethics System?

RESULTS:

Average tone level on the subject of Ethics was found to be in the 2.0 or antagonistic range, The human emotion and reaction was found to be toward Courts of Ethics being printed in the Orders.of the Day. This was driving many of the crew into Resentment, Anger and Fear to read these notices first thing in the morning in the OODay. In addition, the tone level of the notices themselves were written a tone *below* the average tone of the group re Ethics which was causing a doubly reverse effect.

Therefore, as a PR measure, the Ethics Officer was informed of this and instructed to print Courts of Ethics on HCO Conditions Orders, not in the OODay. The Ethics Officer was also briefed on the Tone Scale. From then on Ethics orders were written up in a conservative manner simply stating the facts with no additional HE and R included.

This was a very successful measure and group morale rose on the whole at least one tone level higher than before on the subject of Ethics.

SURVEY EXAMPLE I I

SITUATION:

Execs are needed. Those presently on post are not all capable.

The PR survey questions must detect-

- BE Other Status-Status as defense. *Been* something else. IS something else?
- DO Other Involvement-Involvement in other things or things that don't matter or involvement in contrary actions to a post. Problems would come up.
- HAVE Scene-(Omitted or false)-what does he know about it, how real are his data. *Representation*.
Execs fall into two categories.

- (a) Those who will assume the status or forward the doingness or enhance the scene toward Ideal.
- (b) Those who defend status, have other involvement and have an omitted or falsified scene.

Category A build things into a smooth prosperous org.

Category B wind up with an omitted or perverted org.

Sample Survey Questions

- 1. What would be the most ideal post to have if you had total choice? Or what type of life best suits you?
- 2. What problems or situations would you find easy to handle? Or, what should you be working on? Or, what are you working on?
- 3. How are things really in your area? Or, what IS the org really doing these days?

QUESTIONS USED

STATUS 1. Is there a post you would like to hold sometime in the future for which you feel ideally suited?

INVOLVEMENT 2. Are you having any problems getting done what you are working on now?

REPRESENTATION 3. How is your org presently doing on an overall basis?

RESULTS:

The results of this particular survey showed the tone level of the org execs to be GRIEF. In addition, at least half the execs surveyed volunteered that they really didn't

want to be an exec at all, but would prefer to be in a worker position.

The WHY of the org's down statistics was neglect of implementing LRH policy, EDs and projects in the org on the part of the execs.

Short range and immediate handling was to post an LRH Comm in the org who forced in compliance to LRH orders and policy. Long Range handling was to move into exec positions, junior staff members who were ambitious to hold an exec post competently and to move off the unwilling execs into junior areas where they could produce well until ready to again resume a more senior position.

SURVEY EXAMPLE 12 SITUATION:

The Founder wrote a test statement of the meaning of Scientology to be used as handouts for new public.

A survey was done of Scientologists locally to establish popularity of the statement and check for agreements or disagreements.

QUESTION:

A direct question used. "Please read this statement and tell me what you like or dislike about it."

RESULTS:

For the survey, each sentence of the statement was numbered. On the tabulation, beside the number to each corresponding sentence, was written the percentage of endorsements of that sentence or suggestions for improvement.

Several of the words and phrases in the statement were thus changed or re-arranged slightly to make the statement totally acceptable. This amended version was then re-surveyed and the results confirmed complete endorsement.

As a further measure to ensure the statement reaches the Reality and Ethnics of the broad public a limited number of issues of the statement are being tested on the street to raw public and any disagreements noted. Results of this are not complete as yet, however the tabulation and correction procedure would be the same as the previous example. Any words or phrases which may meet with resistance or disagreement in a high percentage of those public surveyed would be noted and amended to suit the public Reality for most effective communication. As this statement is written for broad public issue, it is therefore imperative to ensure the message is written in such a way as to have impact and acceptability in its presentation.

SURVEY EXAMPLE 13 SITUATION:

Population Survey. The purpose of this survey-to find out the Reality and tone level average of an entire city so that the org could promote and deliver to this Reality.

4800 people in a city were surveyed in a few days by several org members.

QUESTIONS AND RESULTS:

1. What are you trying to achieve in life?
Happiness 32%
Good jobs-Careers 10%
2. What worries people most?
Money 24.45o
Other people 15.1%
3. If these things were resolved what would happen?
People would be a lot happier 19%

Better world to live in 15.2%
Tone Level **PAIN, ANTAGONISM**

The following two telexes were sent to the org by LRH and CS-6 in response to the survey results:

"9 Dec 71 Relay C/O USLO Relay C/O Boston
ELATED BY SURVEY. FURTHER DATA NEEDED BUT BEAUTIFUL FOR PCs STUDENTS.
LOVE = RON"

"PR OFFICER BOSTON DAVE. GREAT. NOW QUICK GET ANOTHER SURVEY. QUESTIONS '(1) WHAT MAKES PEOPLE UNHAPPY? (2) HOW DOES THAT AFFECT PEOPLE? (3) IF THAT WERE RESOLVED WHAT WOULD HAPPENT CONDUCT SAME PROCEDURE AS BEFORE. WELL DONE. LRH PLEASED. NOW NARROW DOWN.

LOVE DIANA"

The results of this additional survey were:

I . What makes people unhappy?

Other people 28%
Not getting what you want 17.4%

2. How does that affect people?

Depressed 28%
Unhappy 11%

3. If that were resolved what would happen?

People would be happy 37%
Miscellaneous 10%
People would get along better 8%
Better world-better place to live in 8%

TELEX

"CIO BOSTON PR OFF BOSTON From your surveys, the following proma pieces are indicated.

I . A way to happiness is to urge other people to get processed.

INTENSIVES

IA. To handle other people become a pro auditor and change their lives.

ACADEMY COURSE

2. To be happy and stay happy get processed.

INTENSIVES

2A. Understand the mind and life fully. Become a Pro auditor.

ACADEMY COURSE

3. Get rid of your money worries.

MONEY PROCESS

4. You have to be able to handle other people in order to hold your job. If you've got a job and can't influence people around you you're not likely to succeed. Be successful and able to handle others. Get trained.

TR COURSE
HQS
NON PRO AUDITORS COURSE

5. Make all your past education totally available to you and shoot up your IQ so you can use your education and hold your job.

WORD CLEARING

6. Scientology itself is a career. It will help you establish yourself in handling other people working on the job you're on.

**PROFESSIONAL AUDITOR TRAINING
ACADEMY COURSE**

7. Be happy getting what you want by being trained to handle other people and be persuasive, etc.

TR COURSE
HQS
NON PRO AUDITORS COURSE

8. Scientology is a mission to make the world a better place. Be a Scientologist to make a better world.

TR COURSE
HQS
NON PRO AUDITORS COURSE

9. Make other people happy. Get trained.

TR COURSE
HQS
NON PRO AUDITORS COURSE

Above are I I separate continuing campaigns. We'll settle for 1% happy because of Scientology. Love = CS-6"

THE TONE LEVEL OF ALL THE PROMO WRITING AND PRESENTATION WOULD BE CONSERVATISM = I TONE ABOVE ANTAGONISM. (the level found by survey).

The Boston Org Survey is interesting as it shows a cross sectional Reality level of an entire city! Survey results (Reality and Tone) would vary in different cities, countries and continents. So each org in surveying its own area would create its promo slanted to a slightly different Reality. And the Scientology services offered would correspond to what is most wanted and needed by the public.

SPOTTING TONE

After one has mastered the technique of creating survey questions, the only remaining expertise necessary is accurately spotting tone levels.

The PR man's bible is of course *Science of Survival* and the *Hubbard Chart of Human Evaluation* and the book 8-8008. These materials must be read and thoroughly understood. There is also a tape available from Pubs DK called *The Tone Scale*, recorded in 1955. On the opposite side is *Moving the Pc up the Scale*, recorded in 1952. Both sides contain invaluable information. Other materials are HCOB 6 February 1960 *Effect Scale* and an absolutely essential HCOB revised 15 Nov 1971, *TONE SCALE IN FULL*. Also *The Auditor* World Wide No. 60 is devoted entirely to the Tone Scale. The way to drill yourself on observing and quickly spotting tones is to read and apply HCOB 26 October 1970 *Obnosis and the Tone Scale*.

To gain proficiency one can do two simple drills.

1. Walk around and spot people on the Tone Scale. Just say (to yourself) what tone level each person is at until you feel confident that you can tell instantly where any person is on the Tone Scale. An important datum to grasp is that there is a (1) Social Tone and (2) an actual Theta Tone. And these can be two entirely different tones widely apart in range. This is because a human body is between 0.0 and 4.0 only. A thetan, however, can be anywhere from -40.0 and below to +40.0 and infinitely higher.

Thus a thetan can be way way below death on the Tone Scale and yet his social tone may *appear* to be somewhere around Conservative. But this is where you must be an excellent observer. The person may sit there and conservatively tell you how he just must control bodies in order to get along. He may not say these *exact* words, but

amazingly enough you'll find this really happens. Or the person may go on about how he regrets doing this or that and how it's all someone else's fault-well you know he's at Shame, Blame, Regret as a thetan at this point. Yet he or she may at the same time be weeping into a handkerchief. In this case the (1) Social Tone is GRIEF (.5) and the (2) Thetan Tone -0.2 to -1.3.

2. Another drill to do is to walk around until you find somebody at a specific tone level. Decide to look for someone at 1.5 for instance. The first person you run into with face flushed from shouting and fists clenched, BINGO you've found your 1.5. Then pick another tone and go from there. If the person you saw at Anger was also hitting another, then you would know the person was at 1.5 Socially and -1.0 Blame (or punishing other bodies) as a Thetan.

CONCLUSION

As you can see, the technology of PR Surveys and the Tone Scale in handling and controlling human emotion and reaction is an incredibly Powerful tool.

By putting this technology to use on a personal basis you can literally be, in control of your environment on at least the first three dynamics! And Scientologists (particularly Scientology staff members) have a monopoly on the entire subject. If there was ever a way to "win friends and influence people", this is it. We as Scientologists are continually jolted by the primitive nature of the general populace around us. So by establishing the local Reality and Tone we can at least present ourselves and our product in such a way as to be accepted, and then we can bring people up the scale from there.

Gone are the days of hit-and-miss promo, and by-guess-or-by-God public events. We now have the know-how to hit the exact target every time. We now have, thanks to Ron, another beautiful tool for UNDERSTANDING.

Data compiled by

LRH Personal PRO from Notes, lectures, books, policy, bulletins, tapes and guidance by L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS 0
Saint Hill Manor, East Grinstead, S
HCO POLICY LETTER OF 25 JANUA

Remimeo
Div 6 Staff
PR Cse Checksheet
Staff Hat
Div 2 Hats

PR Seties 15

POPULATION SURVEYS

Division 6 specializes in human emotion and reaction -handling it, capturing and controlling it. They get the raw public flooding into the Org for service. They deal closely with the live wire of public response.

A Division 6 by reason of the above has to know WHAT the public will respond to. Without this key datum it can be hell, going around in circles, trying one action after another, hunting and punching with maybe success, maybe disaster but nothing predictable for sure. It becomes a matter of luck stumbling down a blind alley. There is no reason to suffer this way by trial and error and years of hardship not only for Div 6 but the whole Org. All you have to do is:

FIND OUT WHAT THE
PUBLIC WANTS AND
CONSIDERS VALUABLE.

If you promote and deliver what the public wants and considers valuable, you will get public response and by this simple action you are bringing the Org out of non-existence with the public. It then becomes a very easy matter for Div 6 to do its job-pushing and promoting what is wanted with guaranteed response and people flooding into the Org.

The public will only respond to what is real to them. Here we are centuries ahead of our time and we have even solved death. We can handle anything a person desires from A-Z. We hold a monopoly as the only workable mental technology on the planet and for that matter-the universe. We are incredible. How could we be real? We are unbelievable.

WHEN YOU ARE TOO
INCREDIBLE YOU
BECOME INVISIBLE.

If you found out what the public wants and then sell and deliver it you will overcome this reality gap and become real and credible to the public. What they want is real to them. If you deliver what they want-you are real too.

Guessing at public reality levels and what they may consider valuable is complete folly. One can sit guessing for a hundred years and not come up with the right answer. Philosophers in their ivory towers never arrived at any real philosophies. Why should a person sitting behind a desk arrive at any real conclusions on public reality levels and considerations? Guessing can be expensive and when you find yourself guessing:

STOP GUESSING
AND START SURVEYING.

Sometimes one can be totally amazed and taken by surprise at what comes up in surveys. One can make some real discoveries through surveys. If data was ever dependable, it's the data from a survey. A survey is safe and reliable when all else fails. It is not worth making expensive mistakes when you can do a survey and be right the first time.

Publics are different area by area, city to city. What may be so by survey of one area may not be true of another. Surveys also go out of date as trends change. Always survey the population in YOUR area and survey it REGULARLY.

HOW TO DO IT

A Population Survey is very simple to do. All you are trying to find out is what

the public Wants and considers valuable. This is a scientific way of finding out.

The Questions:

They are exactly verbatim as follows:

1. What are you trying to achieve in life?
2. What worries people most?
3. If these things were resolved, what would happen?

R-Factor: If asked, you give the R-Factor that this is a survey for social research.

From question (1) you get what they consider valuable, (2) tells you what is bugging them and what they want handled, (3) gives you extra data on what result should be promoted or what the public would expect from your Org.

Who and How Many:

The public you survey is RAW PUBLIC. You should survey at least 2,000 to 3,000 people. The bigger the number surveyed the more *accurate* your survey results will be.

Method:

This is a VERBAL survey. The questions are asked VERBALLY person to person. NEVER by written questionnaire. The questions are asked with good TR-I showing interest with intention. TR- I is natural, not stiff robot style. Fumbling questions or a bad comm cycle can fog up your answers, but only if it's really bad as these questions were built to stand up to such trials. The questions because they are simple, are quite powerful.

Procedure:

Such a survey is too large to do a "one-man-band". FSMs and volunteers must be called in to help. They must be briefed very thoroughly as follows: tough drilling on the Tone Scale as per HCOB 26 Oct 70 "Obnosis and the Tone Scale" until absolutely certain on spotting tone levels, good drilling with a twin on TR- I using the questions, how to fill in survey forms, where they turn in filled survey forms, how to dress (neatly and acceptably) and how to use the R-Factor.

The survey forms are mimeographed with spaces to fill in occupation, age, date, the answers to each question and the tone level. The questions are put in full wording on the forms for reference and as a constant reminder. This also helps in tabulating. As many forms as needed are run off. Equip each surveyor with the forms, clipboards and pen. Answers are written in on the forms the instant a person gives them-NEVER after the survey interview-ALWAYS during-like an auditor keeps worksheets. Establish an agreed upon stable terminal in Div 6 to whom surveyors can turn in their completed forms. It is imperative surveyors keep their admin IN and that they fill in all the required details on the form. Otherwise you'll have a mess to tabulate.

Note: If you cannot get any forms mimeographed or it is too expensive for your Org, you can just have surveyors supplied with blank paper instead. The only liability is that you are leaving the details required to be recorded up to surveyors' memories so extra drilling will have to be done. Using forms is the safest method.

Re- Tone Scale:

Just to make it very clear-you DON'T need a tone level recording for each question. You just need the one chronic tone level as spotted in the survey interview, Spotting tone levels is a weak point that will have to be drilled well.

TABULATION

This is a key point of the survey. Reliable persons only may be assigned to tabulating the survey. They must be able to see similarities and differences in establishing categories of answers and must not be inclined to arithmetical errors. Once assigned, DON'T musical chair tabulators or it will throw your survey off to that degree.

All you have to have tabulated are (a) each question and (b) the tone level. The

procedure is *exactly* as per HCO P/L 28 Oct 69 "How to Tabulate a Survey" and PR Series 10 P/L.

The results are published to all staff by local ED and a copy is always sent to Flag Distribution Aide. The results give the full tabulations for each question, how many surveyed, date of survey, what public (in this case it's raw public) and what type of survey.

NARROW DOWN

If you really want to get fancy or put the cream on the cake when faced with a somewhat general set of answers from the public as revealed in your tabulation, you can do a second survey to narrow it down. The first survey is usually informative enough to go about arranging campaign-promo actions. A narrow down would rarely be required as *absolutely* necessary and more often it would be if one desired an extra fancy polished touch on accuracy.

Where it would be absolutely necessary is if you got tabulated answers like: "Everything" or some such real generality. This would show that either your surveyors goofed in demanding specifics or else the public couldn't give any.

As an extra touch on accuracy you could narrow down tabulated answers like: "Happiness" "Freedom". This would be getting very polished and fancy and it's up to you whether you want it that specific. It is true-the more accurate, the bigger the success.

Questions:

1. The first question on the narrowing down survey is the most important. However, it is flexible, depending on what you want to narrow down. Examples:

If it was "happiness" - "What would make people unhappy?"

If it was "freedom" - "What would deny people freedom?"

If it was "everything" - "What would mean everything to a person?"

It's just a matter of using common sense and formulating a coaxing, leading question that will get answers.

2. Question two is stable and always:

"How does that affect people?"

3. Question three is stable and always:

"If that were resolved, what would happen?"

Procedure:

This narrow down survey is conducted using the same procedure as before. As said earlier-your first survey is usually adequate.

USING RESULTS

The Whole Picture

The survey reveals what the public WANTS. You match up the service to that WANT and promote and sell and deliver it. In other words survey shows people want foo-foos. You match up service that will give foo-foos, tell the public we do foo-foos and promote and sell and deliver foo-foos! You will hit public "R" level and give them a stable datum-"Scientology gives you foo-foos-everybody knows that!" Your response will be tremendous.

How to Make up a Campaign

Set the tone level of your campaign $\frac{1}{2}$ to one tone above that of the survey. This is very important. Everything you do in the campaign will be at that tone level you set. Dig out your Chart of Human Evaluation and study up on the tone level you set for the campaign so you'll have it all aligned.

Look over your survey results. List every button (wants, desires, what's valuable, what they want to get rid of per question 2, etc) and with technically qualified personnel MATCH UP services that would handle those buttons. You don't have to have a DIFFERENT service for EVERY button-they will be the same service in some cases. You match up whatever service handles.

You then end up with a list of buttons to push with matched up services.

Take this list. On EACH button with matching service-a separate promo-PR message is formulated.

Rough example:

Button	Other people
Service	Processing
Survey Tone Level =	Fear
Message	You don't need other people getting in your way. Handle it once and for all. Send them to us for processing. (Antagonism one tone above.)

Your list then expands to Button/Service/Message. Each item on this list gets SEPARATE promo pieces, PR push and advertising. You push each message dogmatically over and over again. A message said just once is never heard.

Note: See HCO P/L 7 Jan 72 "Creating Survey Questions"-example 13. In there is a list of very *basic* messages with matched services. It gives you a rough idea. Those messages were a *basic* layout so that Boston could translate them into "promo language" fitting tone level, etc. The above rough example in this P/L would give you the FULL layout format;

Thoroughly look over your Public Dissemination Manual. You are going to have to do adequate Div 6 events and demonstrations to back up the messages of your population campaign. ADAPT the actions in the manual to the campaign. Lay off tape plays and lectures as they are less effective than actual **DEMONSTRATION**. Hold those events and Div 6 services that will back up your campaign-promoted and held on the BASIC PATTERN of the manual-but with *form, event and message* changed to fit your campaign.

Look over the lines of your Org. Can your Org deliver the services required? Can *you sell* them-Public Reg lines smooth, etc? Can people get in the front door? Will they be turned away by bad appearances-unfriendly staff? Inspect the scene for anything needing to be handled.

From the above draw up your campaign covering good preparation, good groove in of Staff and FSMs (they're a sales public that can help), volume hitting outflow on promo, PR actions, press, mass media, rallying up the community, etc. It is a population campaign and it's all hands gung-ho!

Get on with it full blast.

IMPORTANT

There are only two crimes in the game of public response. One is not surveying. The other is not using a survey once done.

SUMMARY

So-this is the rundown on Population Surveys. It is basically getting the "R" of the public by survey, communicating along that "R" to get ARC, response and agreement with the public on a broad campaign, and delivering.

Do it and you can't lose.

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L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 JUNE 1971
(Addition to HCO PI, 7 Feb 71
"FEBC Org Bd Div II")

Limited
Non-Remimeo
FEBC Exec
Dirs Only
CLOs

**TOURS ORG BD
DIV 11**

Tours belong as a Section in Div 2 Dept Reg with Tours Promotion Section in Div 2 Dept Prom.

The Org Bd additions are as follows:

Add to Div 2 Dept 4, last section in column:

TOURS PROMOTION SECTION
Tours Promotion Officer

Tours Promotional Planning Unit
Tours Promotional Planning In Charge

Tours Planning Liaison (Dept 6)
Promotional Materials Preparations Clerk

Tours Promotion Readiness Unit
Tours Promotion Readiness In Charge

Advance Promotion Distributing Unit
Advance Promotion Distributing In Charge

Tours Personnel Promotion Supplying Unit
Tours Personnel Promotion Supplying In Charge

Div 2 Dept 6, directly below ARC Brk Reg Sub Section:

TOURS SECTION
Tours Officer

Tours Planning Unit
Tours Planning In Charge

Tours Scheduling Clerk
Tours Alerting Clerk
Tours Orders Writing Clerk

Tours Manning and Hatting Unit
Tours Manning and Hatting In Charge

Tours Personnel Selecting Clerk
Tours Personnel Hatting Liaison (Div I Dept 1)
Tours Cramming Liaison (Div 5 Dept 15)
Tours Personnel Pool
Tours Personnel Auditor (or Qual Liaison)

Tours Action Unit

Tours Action In Charge

Tours Transportation Liaison (Div 1 Dept 2) Tours Personnel Briefing Clerk Tours Personnel Firing Clerk Tours Operating Clerk

Tours Debriefing Personnel Unit

Tours Personnel Debriefeer

Debrief Typist Tours Condition Assignment Clerk Tours Debrief Circulating Clerk Tours Debrief Filing

Successful Tours Compiling Unit

Successful Tours Compiling In Charge

Tours Data Excerpting Clerk Tours Write-up Clerk Successful Tours Publishing Clerk Successful Tours Posting Clerk

A Tours Course is currently being founded at USLO-soon to be exported to UKLO and EULO.

Every org needs two, optimum four, Tours personnel especially trained. They are posted in Tours Manning and Halting Section only and kept BUSY outside the org. They are not double hatted.

Extend your Exec Ranks by only permitting *trained* Tours people to go on Tours-pulling top Execs and FEBC Grads off on Tours amounts to poor utilization.

Another rule is do not let Out-Ethics persons go on Tours and be part of Tours. You'll wind up with a messed-up area and an ARC Broken field should you do otherwise.

A Tours Personnel Auditor or Liaison with Qual must be maintained as Pub Div people and Tours Personnel alike have to be kept cleaned up of O/Ws and shiny. Public contact is rough work.

If you maintain all other Dissem Div actions, CF, Letter Reg, etc, and not just depend on Tours you'll have a very viable upstat Div 11 which is achieving its VFP of "Income Greater than Outgo plus Reserves".

We are about to push on Div VI giving new TRs the Hard Way, Basic Courses and the Public Dissemination Manual to give you new public before old CFs are totally cannibalized.

This will keep the BOOM expanding.

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Dissem Aide
Taken from the notes
of
L. RON HUBBARD
Founder

[Cancelled by HCOP/L 17 February 1972 issue III, Tours, page 452.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 SEPTEMBER 1971

Remimeo
Dissem Divs
Tour Member Hats
ASR Hat
Stars I/C

Issue 11

**PURPOSE AND STATISTICS OF
A TOUR MEMBER**

The prime purpose of a Tour Member is:

TO HELP RON CONTACT, SIGN UP AND COLLECT ADVANCE PAYMENTS FROM INDIVIDUALS FOR TECHNICAL SERVICES THE ORG CAN AND WILL DELIVER IN ORDER THAT EACH INDIVIDUAL MAY BE FULLY SALVAGED BY ORG SERVICES AND INCREASE THE SIZE OF THE ORGANIZATION AND TO IMPROVE LRH AND ORG IMAGE IN FIELD.

The prime purpose of a Tour Member is *not* to "bring in GI". GI will come about automatically as a result of a Tour Member bringing about the purpose of his post.

The three major statistics of a Tour Member are:

1. Number of people signed up for service.
2. Advance Payments Collected.
3. Number of persons signed up fully paid and arrived as a result of a Reg Tour.

For stat purposes Tour Members are most probably going to have to devise some means of identification for persons arriving for service at the org as a result of a Tour.

TURNOVER OF SIGN-UPS

A Tour Member in actual fact is expediting for the Advance Scheduling Registrar.

Persons signed up and part paid or fully paid as a result of a Tour must be turned over to the ASR for follow-up. Full details of each sign-up must be provided the ASR-i.e. enrollment forms, invoice copy, tentative arrival date.

The ASR now continues the cycle of action started by the Tour Member by personally following up each individual contacted. Further payments for the future service are collected where necessary, and the cycle is *completed* when the individual is actually in the org taking the service.

Should a Tour Member come into contact with a person he has already signed up and received Advance Payment from, he would further assist that individual by pulling in further *payments* on the future service, and once again turning the details of the transaction over to the Advance Scheduling Registrar.

SUCCESS

The success and effectiveness of a Tour Member will be reflected through the above stats, not by how much "GI he is raking in".

Concentration of Tour Members solely on Gross Collection, "getting the GI up" and/or Advance Payments is destructive to an org and is hereby cancelled.

Close observation of Tour Member stats is a function of A/Dissem Aides and swift action is a must when stats reflect only Money Motivation.

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Dissem Aide
for
L. RON HUBBARD
Founder

[Modified by HCO P/L 17 February 1972 Issue 111, Tours, page 452.)

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 FEBRUARY 1972

Rernimeo
AO SH AOSHs Only
C/O Hats
Div 6 Hats
Div 2 Hats
Public Reg Hat
Body Reg Hat

Issue 11

**HIGHER ORGS
PUBLIC REG SETUP**

HCO P/L 26 Nov 71 "Div 6 Public Reg Reinstated" was written for Lower Orgs.

At Higher Org level Division 6 does and must have a Public Reg but the functions of this Public Reg are slightly different to those of a Lower Org.

At Lower Org level Who-Regs-Who is done by separation of PUBLICS. However at Higher Org level Who-Regs-Who is done by separation of FUNCTION.

THE SITUATION

For Lower Orgs we had to separate out two major types of Registration.

1. One major type is external-the raw public. (VOLUME REGISTRATION)
2. The other major type is internal-persons already in C/F. (ROUTINE REGISTRATION)

These two types of Registration were so widely different and each demanded such full attention that they just could NOT be mixed and collapsed under one Department (Dept 6) without one or the other inevitably suffering neglect.

Department 6 had to make a constant choice-do we now handle these constant floods of public and forget C/F or do we now handle C/F and forget raw public volume? It just didn't work.

To solve this a Public Reg was put in Div 6 to handle volume raw public and the Reg in Div 2 freed up to handle internal business-persons already in CIF.

At a Higher Org level you still have two different major types of Registration.

1. VOLUME REGISTRATION-at events and tours.
2. ROUTINE REGISTRATION-Div 2 standard Registration actions on individuals already in C/F.

When these two types of Registration are collapsed and mixed up under one Department (Dept 6) one or the other also inevitably suffers neglect. Do we go on Tours and Reg at events and neglect or backlog our everyday standard routine Reging of C/F or do we attend to routine Div 2 matters-Reging C/F every day and neglect event and Tour Reging?

The point is-there is a COMMON DENOMINATOR to ALL ORGS-Higher and Lower Orgs alike-one cannot mix these two types of Registration:

1. VOLUME
2. ROUTINE.

THE SETUP

At Lower Org level volume just happens to be raw public in Div 6, and routine happens to be handling individuals already in C/F, Div 2. The publics split up well by TYPE-raw public vs individuals in C/F.

At Higher Org level volume happens to be at events and on tours and routine happens to be everyday Div 2 standard registration actions on C/F. The type of publics handled in both cases-volume and routine-are Scientologists and in many cases Higher Org C/F Scientologists also come under volume registration when they attend events and tours. So the publics do not split up by TYPE, they split up by FUNCTION. Is this person attending an event or tour or is the person coming in on routine everyday lines?

The setup is:

1. Div 6 Public Reg in Dept 17 handles event and tour attendees.
2. Div 2 Regs in Dept 6 handle everyday standard registration actions on C/F-not registration at events and tours.

If he is an event or tour attendee Div 6 Public Reg handles and if he's not an attendee but a routine C/F Scientologist then Div 2 Regs handle.

The person is only under the Public Reg for the duration of an event or tour action. That same person if he is also in C/F belongs under the Div 2 Regs at all other times.

THE PUBLIC REG HANDLES TOUR AND EVENT ATTENDEES FOR THE DURATION THEY ATTEND.

ROLE OF A PUBLIC REG

The post of Public Reg in a Higher Org is a very responsible position. There are also some special skills involved.

At an event or tour she signs up people for her Org's services. If she is the Public Reg of an AO she signs up for AO services and if she is the Public Reg of an SH she signs up for SH services. If she is the Public Reg of an AOSH she signs up for AO and SH services.

ALL STANDARD REGISTRATION POLICY APPLIES.

After the event or tour the Public Reg turns over all the money and account invoices to Division 3 Dept 7 cashier. The Reg interview slips and C/F copies of invoices with any other records on signups made are turned over to the Advance Scheduling Registrar for follow-up. The ASR needs these records so that she can COMPLETE the cycle the Public Reg started and actually bring the people into the Org enrolled onto the service. Out admin on the part of the Public Reg would therefore be a crime.

A Public Reg must know how to invoice and take money and all the lines involved as covered in existing policy.

The Public Reg must be a cracke~ack at handling all kinds of reality levels, 8C and helpful guidance. She has to know the services of her Org inside out-the prices and discounts, the prerequisites, what the services do, how long they take, the latest successes from these services-in other words *everything* about the services of her Org. A Public Reg should be drilled and drilled on this until she can handle any question or origination instantly with positive confidence. Besides signing up people for services the Public Reg should get as many people as she can to join the IWGCC (if she is an AO Public Reg).

On a Tour she must be an expert at genning in the Org or Franchise registrars and body routers for maximum sales. She must be up to date on the latest surveys of the area to be able to push the right buttons and be effective. PR tech and Registration tech are the major areas of her post.

She does not keep special "files". The records she keeps are turned over to Div 2 and Div 3 as mentioned above.

STATISTIC

The statistic of a Public Reg is as follows:

Dual A. NO. OF SIGNUPS FOR SERVICES AT EVENTS OR TOURS

B. AMOUNT OF INCOME COLLECTED AT EVENTS OR TOURS.

The stat is weekly. The signups and income collected must be for the HIGHER ORG that the Public Reg works for.

SPECIAL TITLE

The Public Reg of an AO is called the

CLEAR REGISTRAR.

WARNING

While a Public Reg must sell and Reg for the, services of her Org, this is not done without judgement.

In the past at events and tours persons were signed up for and made to pay for Higher Org services when they were not nearly ready to do so. These people were in need of Lower Org services and their money was taken away to the Higher Org for which services they were not eligible. Consequently Higher Orgs are still getting requests for repayments of such monies so that these people may buy the Lower Org services they need.

Hardsell all you can but don't cut your Org's throat in repayments later.

NOTE

SH UK Fdn Public Reg applies HCO P/L 26 Nov 71 "Div 6 Public Reg Reinstated".

ASHO Fdn Public Reg applies this policy letter.

See HCO P/L 21 Oct 70 "Saint Hill Foundations".

SUMMARY

This is the setup. Apply it. And when all else fails, look for where this policy was not applied. Then Method 2 and apply it.

The appointment of such Public Regs in Higher Orgs is of immediate priority.

CS-6 for L. RON HUBBARD Founder

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HCO POLICY LETTER OF 17 FEBRUARY 1972
Issue III

Renrimeo
Division 6 Hats
Division 2
C/O ED Hats

TOURS

(Modifies HCO P/L 15 Sept 71 "Purpose and Statistics of a Tour Member", Cancels HCO P/L 2 June 71 "ToursOrg Board", Modifies HCO P/L 15 Jan 72 "Riches or Poverty" and HCO P/L I Feb 72 "Survive or Succumb")

Tours, originally evolved and developed in Division 6, are hereby officially TRANSFERRED BACK TO DIVISION 6.

LOWER ORGS

This function comes in Dept 16 per HCO P/L 14 Nov 71 "Mini Public Division Org Board" and is described in this P/L as follows:

"4. Tours: The touring of groups in the community and Field to get people into the Org. A tour action would be to effectively demonstrate and introduce the attendees to Dn and Sen, bring about reach and sign them up on the spot, also selling books. Reaches and signups are turned over to the Public Reg for follow up.,,

Additionally if the signups are for major services (as they probably would be at a Franchise), they should be turned over to the ASR in Div 2 for follow up. Public Service signups such as HAS and HQS would be turned over to the Public Reg.

CHECKLISTS

Item (ac) re tours on the Div 2 Checklist of HCO P/L 15 Jan 72 "Riches or Poverty" is hereby deleted and transferred to the Div 6 Checklist for Power Quality of HCO P/L I Feb 72 "Survive or Succumb".

HIGHER ORGS

Tours come under Dept 17 of the Div 6 Org Board for AO, SH and AOSHs.

This is a VITAL function even more so than for Lower Orgs.

Division 6 is responsible for properly PLANNING, SURVEYING FOR, ENSURING ADEQUATE PROMOTION WELL IN ADVANCE OF, FIRING, OPERATING AND SUPERVISING TO COMPLETION ALL TOURS.

Other Divisions must co-operate with Division 6 efforts to send out well planned and brilliantly run tours. It takes team work to send out a well put together tour. Division 2, for instance, would print the promotion Div 6 plans and provide lists of eligible persons in the areas the tour will visit. It may be necessary to success for another Div to send a representative on the tour-like a cashier or tech person-even an extra Reg as needed. It takes teamwork to put out a tour. Division 6 holds tours as a function but the other Divisions co-operate and pitch in too. It's an assembly-line action.

The basic purpose of a tour is to channel publics through Orgs up the Bridge to OT and stimulate purpose, goodwill and team spirit amongst staffs and Scientologists

alike. The main functions of a tour consist of PR, image goodwill, money collecting, volume registration, events, training and briefing of Org terminals. Most successful tours are held with events and group action between tour and Org terminals.

All prior successful procedures on tours are to be picked up and applied. This of course does not mean "postulate checks" or "crush sell". It is important to plan and promote tours based on SURVEY in advance to ensure maximum results. PR Series 8 "Too Little Too Late" definitely applies. Tours should be maintained as a standard action going out regularly to Lower Orgs and Franchises.

A close liaison line must exist with Division 3 for the turning over of accounts data and all monies collected after each tour. A liaison line must also exist with Division 2 for turning over all signup records, interview slips and data to the Advance Scheduling Reg so that she can follow up the signups.

Tours are conducted, as in the old tradition, in a spirit of goodwill and assistance. The Higher Org and the Lower Org or Franchise benefit from the action. A tour greatly enhances the areas it visits.

Tours are a very successful action and must be reinforced.

REASON

Division 2 has many standard actions. These involve many internal administrative actions, vital to the making of income. Tours add a distraction to these internal actions and consequently, the important things like C/F, Letter Reging, ASR, Addressstandard usual Div 2 functions-tend to backlog. While Div 2 contributes to Div 6 tours, it cannot take the whole load on tours without neglecting internal standard actions.

On the other side of the coin, tours run very successfully in Division 6. This is the EXTERNAL Division-the out and about Division. Staging an event or campaign is a second nature thing for a Div 6 to do. It has always been this way. A tour is just another great event. For Higher Org Division 6s it is particularly vital that tours are under them. Being responsible for policing the flow of people up the Bridge, a Higher Org Div 6 must have tours as one of its functions or else its reach would be cut to that degree.

The moving of tours to Division 2 was not an entirely wasted move-out of it has. come this valuable knowledge.

CS-6 for L. **RON HUBBARD** Founder

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HCO POLICY LETTER OF 28 MAY 1972

Remimeo

IMPORTANT

BOOM DATA

Publications Basic Function

It has been found by long and searching evaluation of the 71 boom that orgs have to have business driven down on them to boom. This is confirmed by earlier data as well.

Orgs will handle delivery if *the business is driven in on them*.

Therefore THE BASIC FUNCTION OF A PUBLICATIONS ORG OR DEPARTMENT IS TO ADVERTISE AND SELL BOOKS TO THE PUBLIC AND CF IN ORDER TO DRIVE BUSINESS IN ON THE ORG AND TO PROVIDE TAPES, TEXTS AND MATERIALS TO ORGS SO THAT THEY CAN DELIVER.

You will see at once that this is a double action whereby the pubs activity reaches to the public and the CF with BOOK ADS and BOOK SALES.

It has been a favorite excuse in Pubs Orgs that they "should only sell books to orgs and not individuals". Such an attitude of course wrecks the idea of DRIVING PEOPLE INTO THE ORG,

Books

Books are the FIRST line of promotion and contact.

By actual test, advertising services is not a paying proposition.

The public has to be reading books to get so minded as to come into the org for service.

Advertising books means Pubs MAIL ORDER BUSINESS OF INDIVIDUAL BOOK SALES.

Surveys

Survey material is used to put BOOK ADS together, properly, so the ad really gets the person who sees it to order the book.

SP & PTS Tech

Suppressive Persons (no case gain, low OCA, bad ethics record, low production stats) or PTS persons (those who are connected to suppressive persons or groups and are Potential Trouble Sources) SHOULD NEVER BE LET NEAR BOOK SALES LINES. Why? Such people run a CAN'T HAVE on others and will not get printed, survey, advertise, sell or deliver BOOKS as they "run a can't have" on the public of sold and delivered books and a can't have on the org of arriving persons.

The people on such lines must be eager to let others have Scientology and books and let their org and staff have high income of bodies and money.

Thus it is a *High Crime* to permit SP and PTS people in Pubs Orgs or Departments or in Dept 16 (Div 6, Advertising) as these will starve both the public and the org.

Tours

Flag Continental Liaison Offices, with their tours, drove people in on the orgs and made the boom in 7 1.

These tours drove people in on the local org and on the Sea Org orgs as well.

When these Flag units ceased to operate the boom halted.

The original tours were clean cut personal contact work. Then "crush sell" and "postulate cheeks" and repeating Congresses were entered into their operation and made so much commotion that the good being done was obscured.

Suppressive false reports about the tours were entered in on the scene and the boom faltered.

Earlier, Mission International Books erred in making staff sell books and restricting Field Staff Member actions whereas they should have dealt wholly with FSMs and left staff alone..

It takes book advertising and book selling and tour personal contact work to make booms.

These are the TWO *outside the org* actions that drive people in on orgs and drive stats up.

Badly organised tours run by untrained people, or tours trained to do wrong things thus give tours a bad name.

Thus Tours functions should be under a Flag Operations Liaison Office Div 6 and should be coordinated. And independent of orgs, according to evaluation.

Book Ads

Dept 16 should handle book ads.

There should *not* be general service ads in public publications. There should only be book ads.

These ads should be *surveyed* and the survey materials used to sell a book. And not always the same book. It takes familiarity with a book to advertise it in the right place and sell it.

Bulk Mail

Bulk Mail has been found to be an expensive non-productive action when services are advertised.

A MAGAZINE on policy, that features books as well as services and events and Info packs that answer book buyer responses and Ad Payments packs should make up bulk mail AND NOTHING ELSE.

If the money foolishly spent on sending service flyers five times a week was spent on the above AND BOOK ADS that sell books, an org would be in clover.

Errors

Various errors that are made to occur on these lines (book sales, tours) are not accidental. They get the action into disgrace and it gets dropped.

And there goes the Gross Income.

Summary

Only a Pubs Org or Department that conducts itself as above can be considered **OPERATIONAL** and carrying out its functions.

And slack-off from this labels a Pubs Org or Dept **INOPERATIONAL**.

Book Ads and sales are the keys to org survival.

Tours that contact individuals and handle their upsets or get them enthused and sign them up are the key to a boom.

It takes **BOOKS** to develop a new field so Tours can work.

Field Staff Members should sell books as their entrance point.

The operating rule is

BUSINESS HAS TO'BE DRIVEN IN ON AN ORG.

There would seem to be a long standing inability in orgs to **PULL** in business. This, by new technical discoveries related to auditing **PTS** persons, may well be the toleration of **SP** and **PTS** types in orgs. Further evaluation will have to be done on this. In the meanwhile, **SP** (no case gain) and **PTS** (Potential Trouble Sources because they are connected to **SP** persons or groups) should not be taken on staff and definitely should not be on lines having to do with getting in business as they find reasons not to do so.

But we do know that business has to be driven in on the org for stats to rise greatly or any boom to occur and this is done with **BOOKS** and **TOURS**.

L. RON HUBBARD

Founder

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PROFESSIONAL AUDITORS' BULLETIN

The Oldest Continuous Publication in Dianetics and Scientology

From L. RON HUBBARD

Via The Hubbard Communications Office

35/37 Fitzroy Square, London, W.1

15th January, 1957

DISSEMINATION

It's rather a joke to learn something one knew years ago. In this case the datum concerns dissemination. 1, of all people, had to find out that *books* sold Scientology.

How does one actually get the subject around in his area? He sells books and more books. How? In small magazines and shopping weeklies. What books? Books on Dianetics and Scientology.

Why? People have agreed that books can be believed. If it is printed it is true. People don't believe people. They believe books.

How did we learn this? In the winter of 55-56 London had a slump. For eight months we tried to send out enough circulars and place "goodwill ads" about Scientology training and processing but the level of activity of London *did not* change despite these campaigns.

Then I found that coincident with the slump all Dianetics and Scientology books had disappeared out of the bookstores and hadn't been put back.

The moment books went back into bookstores and into public circulation (with the publication of "Scientology, The Fundamentals of Thought") the London "slump" vanished.

The identical thing happened in the US with the same results.

In other words, no amount of talking or Personnel Efficiency or goodwill ads made these two large central organizations function. *But* a few books did!

Well, even after the wonderful example of 1950, I hadn't learned that books sold the subject—that auditors and clinics were as successful as books we sold. But we know it now. Sell books. That's the answer to a good practice or group.

How? The most successful method seems to be placing ads for books in small magazines so that people can send their money in and get one.

Now here's what you can do. Place ads in small magazines to sell books. Buy your books from the Distribution Centre or the HASI and remarket. Stamp your name and address in each book you sell. You're in! For you can have terrific discounts.

And here's what else I want you to do. Collect from whatever source small local magazines and send them to me, HCO Washington, 1812 19th St. NW, Washington, DC, USA. I want small circulation magazines even with only local appeal. We will place ads in them and sell the books from here and you will have a Scientology community.

That's my dissemination programme for 1957. A million books sold by 1958.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W.1

HCO POLICY LETTER OF 6 APRIL 1959

CLEAR ADS

Here are the Clear ads which pull best of all ads of whatever kind:

- I For 2500 years Man has sought the state of "CLEAR". This state is now attainable for the first time in Man's history. The goal of Mystics and Occult Science has been attained. It can be done for you. Write HASI, 37 Fitzroy St. London W.I.

2. "DO YOU WANT MORE OUT OF LIFET"
Become a Scientology "Clear".
A Scientology "Clear" has:
 - *Over 135 IQ
 - *Creative imagination
 - *Amazing vitality
 - *Deep relaxation
 - *Good memory
 - *Strong will power
 - *Radiant health
 - *Magnetic personality
 - *Good self-controlIf you would like to have all these qualities then look into Scientology.
Enquire today. OPERATION "CLEAR" (Address).

L. RON HUBBARD

LRH:mp.rd

NOT HCO POLICY LETTER ORIGINAL COLOUR FLASH NOT GREEN ON WHITE

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

HCO BULLETIN OF 21 SEPTEMBER 1959

BPI

NEW ADS FOR PE FOUNDATION

This new ad

"No matter what your problem is something can be done about W'

for PE is a real "wow". It's the best, and only "Have you lived Before?" pulls equally as well on PE Course's ads. Also

"Body? Mind? Spirit? Would you like to know who you really are?"

HCO Secretary WW

NW:iet
28.9.1959:gh.rd
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for
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 DECEMBER 1960

Central Orgs PE Fnd

PROMOTION ON PE FOUNDATION

When incoming people dwindle on existing advertisement and stay dwindled for a week, change ad to a vocational type ad:-

"Do you dislike your job?
Come in for Vocational Checking.
You may have talents you don't suspect."

Educational type ad:-

"Is your child failing in his studies?
Have his IQ and Personality checked before it's too late."

Marital type ad:-

"Marriages break down because of incompatible personalities.
If you and your marital partner are having trouble
come in and get your Personality and IQ checked as
this may be the reason for your disputes."

Physical Ailment type ad:-

" Sick all the time?
Have your IQ and Personality checked as you may be disease-prone."

Training type ad:-

"Seeking new Training?
Don't waste money. Find out if you're fitted for it first."

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 Rernimeo

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:

DOIT 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

SCIENTOLOGY
The Science of Life
CAN CHANGE
YOUR

WHOLE EXISTENCE

Attenda free two weeks course of 3
evenings a week Mon, Wed, Thurs, 7 to 9.30.

Commences Monday evening (date)

BECOME A BEGINNING
SCIENTOLOGIST
AND LIVE

LRH:wmc.rd

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 30 JUNE 1965

Gen Non Rernimeo

AD

A model ad that can be used for anything including free course in local papers follows

SCIENTOLOGY

CAN HELP YOU

We can give you

- 1 A Higher IQ to handle your problems.
2. Higher awareness to get a better job.
3. More energy to make more money.
4. Better health to breast Life.
5. Better morale to handle upsets.
6. Less Despair.
7. More Life.
8. More years to Live.

Come to our

The above ad advertises in a practical vein. This is what we can do. for you and what you can do for others is the keynote of it. Practical application.

Here is a simple Ad.

SCIENTOLOGY
YOU CAN BE HAPPY AGAIN.

(Come to free course data follows in smaller type.)

This ad should pull simple as it is because the old article "Is it Possible to be Happy?" in mags was a huge attention getter.

L. RON HUBBARD

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ADVANCED ORGANIZATIONS

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Advanced Organization
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916 South Westlake Street
Los Angeles, California 90006

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Advanced Organization United Kingdom
Saint Hill Manor
East Grinstead, Sussex, England

Church of Scientology
Advanced Organization Denmark
Jernbanegade 6
1608 Copenhagen V
Denmark

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Denmark

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1551 North La Brea Avenue
Hollywood, California 90028
Church of Scientology

Celebrity Centre New York
65 East 82nd Street

New York, New York 10028

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Founding Church of Scientology
2125 S Street, N.W.
Washington, D.C. 20008

AUSTIN

Church of Scientology
2804 Rio Grande
Austin, Texas 78705

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Church of Scientology
143 Nenua Street
Honolulu, Hawaii 96821

SAN DIEGO

Church of Scientology
926 "C" Street
San Diego, California 92102

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Church of Scientology of California
414 Mason Street
San Francisco, California 94102

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Church of Scientology
2108 Industrial Flood
Las Vegas, Nevada 89102

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Los Angeles, California

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1607 N.E. 41st Street
Portland, Oregon 97232

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Church of Scientology
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Seattle, Washington 98101

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Church of Scientology
3730 Lindell Boulevard
St. Louis, Missouri 63108

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Minneapolis, Minnesota 55403

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Church of Scientology
448 Beacon Street
Boston, Massachusetts 02115

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Church of Scientology
1116 Elmwood Avenue
Buffalo, New York 14222

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Church of Scientology
19 Clifford Street
Detroit, Michigan 48226

MIAMI

Church of Scientology
1235 Brievell Avenue
Miami, Florida 33131

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Church of Scientology of New York
28-30 West 74th Street
New York, New York 10023

PHILADELPHIA

Church of Scientology
8 West Lancaster Avenue
Ardmore, Pennsylvania 19003

SACRAMENTO

Church of Scientology of California
819 19th Street
Sacramento, California 95814

CHICAGO

Church of Scientology
1555 Maple Street
Evanston, Illinois 60201

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Church of Scientology
124 Avenue Road

Toronto 180, Ontario

VANCOUVER

Church of Scientology
4857 Main Street
Vancouver 10,
British Columbia

OTTAWA

Church of Scientology
292 Somerset Street, West
Ottawa

MONTREAL

Church of Scientology
1168 St. Catherine Street, W. 101
Montreal, Quebec 1-12Y 1 B6

UNITED KINGDOM LOCAL CHURCHES

Saint Hill Foundation
Saint Hill Manor
East Grinstead, Sussex
PLYMOUTH

Hubbard Scientology Organization
39, Portland Square

Sherwell
Plymouth, Devon

MANCHESTER

Hubbard Scientology Organization
48 Faulkner Street

Manchester

LONDON

Hubbard Scientology Organization
68, Tottenham Court Road
London W.1.

SCOTLAND

HAPI

Fleet House

20 South Bridge
Edinburgh, Scotland

AUSTRALIA NEW ZEALAND

ADELAIDE

Church of the New Faith
57 Pulteney Street
Fullerton, Adelaide 5000

South Australia

MELBOURNE

Church of the New Faith
724 Inkerman Road
North Caulfield 3161

Melbourne, Victoria, Australia

PERTH

Church of the New Faith

Pastoral House
St. George's Terrace

Perth 5000

Western Australia

SYDNEY

Church of the New Faith

1 Lee Street
Sydney 2000

New South Wales, Australia

AUCKLAND

Church of Scientology
New Imperial Buildings

44 Queen Street
Auckland, New Zealand

EUROPE

PUBLICATIONS ORGANIZATION

Church of Scientology
Publications organization
010 SH Denmark
Jernbanegade 6
1608 Copenhagen V
Denmark

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Church of Scientology
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1103 Copenhagen K
Denmark

Church of ScientIOgY
Frederiksborgvei 5
2400 Copenhagen V
Denmark

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Church of SCientolOgy
12, we de ls Montagne Ste Genevke
76005 Paris, France

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Scientoiogy-6sterreich
A-107OWien
Mariahliterstrasse 88AlStg. 311/9
Vienna, Austria

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Church of Scientology
45A, Rue de FEcuyer
1000 Brussels, Belgium

AMSTERDAM

Singel 261
Amsterdam, Netherlands

BERLIN

Church of Scientology
1000 Berlin 12
GiesebreChStraese 10

Berlin, Germany

MUNICH

Church of Scientoiogy
M Munich 2
Lindwurmstrasse 29
West Germany

G6TEBORG

Church of Scientology
Magasinsgatan 12
S-41118 Goteborg, Sweden

STOCKHOLM

Scientology Kyrkan
Kammakaregatan 46
S-11 160 Stockholm, Sweden

MALM6

Church of Scientology
S%Omakaregatan 12
S-211 34 Malmo, Sweden

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Church of Scientology
99 Polly street
Johannesburg, South Africa
CAPETOWN

Church of Scientology

3rd Floor, Garmour House
127 Plain street

Cape Town, South Africa

PORT ELIZABETH

Church of scientology
2 St. Christopher's
27 Westbourne Road
Port Elizabeth, South Africa 6001

DURBAN

Church of Scientology
57 College Lane

Durban, South Africa

PRETORIA

Church of Scientology
224 Central House
Cnr Central & Pretorious Streets
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