

—L. Ron Hubbard—

THE
ORIGINAL
LRH~EDs

A stylized, handwritten signature in white ink, likely reading "L. Ron Hubbard", positioned below the title and above the series information.

• S E R I E S • T H R E E •

The Original
**LRH EXECUTIVE
DIRECTIVES**

by
L. RON HUBBARD

Series 3

20 January 1969
to
13 March 1983



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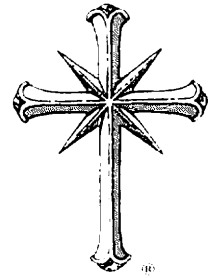
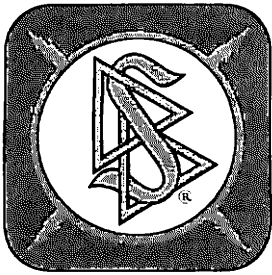
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INTERNATIONAL MANAGEMENT BULLETIN No.5

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

TO: ALL STAFFS ALL ORGS
CLASS IV, SO, FSO
ALL FOLO'S
FB

18 January 1983

FROM: ED INTERNATIONAL
(AS PART OF INTERNATIONAL
MANAGEMENT)

RE: THE ORIGINAL LRH EDs PACK

INTRODUCTION

THE ORIGINAL LRH EDs PACK

Introduction

These LRH EDs are being issued as a new pack to authenticate their source and to preserve and make available the very valuable stat-proven data contained in them.

LRH EDs began many years ago as "Sec Eds" (Secretarial Executive Directives) which meant they were from Ron, issued and signed by his secretary. When LRH moved off the Executive Director post in 1966, they were renamed "Executive Directives" and then in 1969 became "LRH Executive Directives" so that their source was quite clear.

Intended to be a line to Scientologists from Ron, LRH EDs became a way not only to learn about the latest developments, but in the early days, awards were announced in them, international wins and who was going Clear. It was not unusual for students on the Clearing Course to see their name in an LRH ED and when they graduated they were announced in the same way.

LRH EDs were also used to give org tips and programs and ways to boom production.

As LRH sought to turn over his many organization hats, he accepted assistance but it was not always of the best value. Some, in fact, overstepped their responsibilities and — for whatever motive — began to use his name and his communication line without authority. This abuse of the line by others went so far as someone even issuing an LRH ED saying he never read his mail. Staff and public alike resent these counterfeit "REDs."

Thus, to restore the integrity to this line, a thorough review was made of all LRH EDs issued to determine which he had written and which should be reissued as a pack to preserve the technology in them and make them very easily available to executives and staffs.

It was found that some were issued under his name with his approval (per our standard CSW policy) and thus quite valid. However, strictly speaking, he did not write them.

Others were issued under his name which he did not see.

Hence, this pack of the "original LRH EDs."

This pack does not include all valid LRH EDs simply because the LRH ED line was used for so many announcements and commendations etc. Those items served their function and remain. But it is the vital technology, programs, tips and advices which are being preserved and reissued as this pack.

A review of LRH EDs plotted against the major International Scientology statistics of the last decade showed a truly phenomenal picture of the effectiveness of REDs.

1972, LRH ED 176 INT "Auditor Recovery" boosted the Well Done Auditing Hours up into a formerly unmatched range. August 1972, LRH ED 179 INT "Staff Pay" took all primary International Scientology statistics into new ranges.

In 1973 with LRH ED 153 "Org Condition Stat Change" these statistics all went out the roof. On this RED alone, one could write pages of the successes. In fact, org execs and staffs did just that! The Flag Bureaux org data files are full of them.

1974 gave us LRH ED 225 "Boom Postulate" and up go the International stats, again! And so it goes on year after year.

LRH ED 293R "1978 - 1979 Birthday Game" (Departmental Mini Programs) was so popular and successful in raising stats, that the org staffs demanded its reissue as the 1979 - 1980 Birthday Game.

LRH ED 296 "New Era Dianetics" July '78, LRH ED 302 "Debug Tech Breakthrough" February '79, LRH ED 306 "Making Auditors" September '79, LRH ED "Ron's Journal 31" December '79, LRH ED 338 "31 Years Ago This May ..." May '81, LRH ED 342 "Ron's Journal 35 From Clear to Eternity" May '82, LRH ED 339R "Birthday Game 1982/83."

These are some of the LRH EDs of recent years we are more familiar with and which have, and are booming the statistics of Scientology over and over.

LRH EDs are proven stat-raisers. They get production. Even years later after their original issue LRH EDs can produce raised statistics as freshly as the day they were first issued. LRH ED 67 INT "How To Raise Stats" is a prime example. Issued originally in February, 1969, LRH ED 67 was reissued 12 years later (February 1982) and produced another boom:

International Student Points jumped 8½ million over the next few weeks of its issue — a 28% gain.

Well Done Auditing Hours climbed 25%.

Paid Completions went up 30% in the same period.

And all from an LRH ED reissued 12 years after it was written!

Ron's advices in these Executive Directives produced booms and can do it again in any area if the advice is simply applied.

To help you boom with this technology, these original LRH EDs are issued as a pack to preserve that valuable line to you.

Captain Guillaume Lesevre
ED International

for and as part of
International Management *

Authorized by
AVC International

for the

CHURCH OF SCIENTOLOGY
INTERNATIONAL

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

International Management Bulletin No. 5
Attachment

This attachment has been compiled for use in The Original LRH EDs Pack only.

These are the REDs discussed in the Introduction to this Pack (commendations, announcements, awards etc.) which, though valid at the time of their issue, are not being reprinted for inclusion in the new Pack.

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LRH ED 6 INT 27 May 68	POWER CONDITION NEW YORK TECH
LRH ED 7 INT 2 Jun 68	APPOINTMENT
LRH ED 8 INT 30 Jun 68	COMMENDATION
LRH ED 12 INT 1 Jul 68	6TH SH FIELD STAFF MEMBER PRIZE PROGRAMME AWARDS
LRH ED 13 INT 2 Aug 68	APPOINTMENT
LRH ED 25 INT 1 Oct 68	7TH SH FIELD STAFF MEMBER PRIZE PROGRAMME AWARDS
LRH ED 29 INT 22 Oct 68	EIGHTH SAINT HILL FSM PRIZE PROGRAMME
LRH ED 45 INT 1 Nov 68	INTERNATIONAL AMNESTY!
LRH ED 49 INT 21 Nov 68	MARIO FENINGER AWARD
LRH ED 50 INT 26 Nov 68	AWARD
LRH ED 59 INT 30 Nov 68	APPOINTMENT
LRH ED 72 INT 27 Dec 68	"BOBBY RICHARDS IS CONGRATULATED...."
LRH ED 80 INT (Also Flag Order 1749) 21 Jan 69	APPOINTMENTS
LRH ED 83 INT 19 Jan 69	8TH SH FIELD STAFF MEMBER PRIZE PROGRAMME AWARDS
LRH ED 84 INT 28 Jan 69	NINTH SAINT HILL FSM PRIZE PROGRAMME
LRH ED 10 INT 17 Apr 69	"THE GUARDIAN AND ALL A/GS...."
LRH ED 13 INT 19 Apr 69	9TH SAINT HILL UK FIELD STAFF MEMBER PRIZE PROGRAMME AWARDS
LRH ED 14 INT 19 Apr 69	TENTH SAINT HILL UK FSM PRIZE PROGRAMME
LRH ED 21 INT 31 Jul 69	10TH SAINT HILL FIELD STAFF MEMBER PRIZE PROGRAMME AWARDS
LRH ED 24 INT 3 Sep 69	COMMENDATION

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LRH ED 25 INT 17 Apr 69	7TH SH FIELD STAFF MEMBER PRIZE PROGRAMME AWARDS
LRH ED 35 INT 19 Nov 69	THURSDAY REPORTS
LRH ED 35 INT 1 Oct 69	TWELTH SAINT HILL UK FSM PRIZE PROGRAMME
ED 45 INT 2 Dec 69	COMMENDATION
ED 47 INT 8 Dec 69	THURSDAY REPORT ROUTING
LRH ED 50 INT 9 Dec 69	FRANCHISE OFFICER WW
LRH ED 65 INT 1 May 70	AWARD
LRH ED 70 INT 27 Mar 70	AWARD
LRH ED 71 INT 19 Mar 70	AWARD
LRH ED 86 INT 12 Feb 70	COMMENDATION
LRH ED 90 INT 21 Mar 70	ACKNOWLEDGEMENT
LRH ED 94 INT 1 Apr 70	ROUTING OF THURSDAY REPORTS
LRH ED 111 INT 11 Jul 70	US CONVENTION COMMENDATION
LRH ED 115 INT 21 Aug 70	AN OLD-TIMER'S VIEWPOINT
LRH ED 116 INT 24 Aug 70	REGISTRATION STAT
LRH ED 132 INT 12 Dec 70	APPOINTMENT, D/LRH COMM WW
LRH ED 133R INT 12 Dec 70	COMMENDATION
LRH ED 157 INT 23 Oct 71	FEBC WINS
LRH ED 158 INT 9 Nov 71	MINI QUAL ORG BOARD SUCCESS
LRH ED 162 INT 22 Dec 71	"The following letter has been received"
LRH ED 177 INT 9 May 72	EU EXPANSION

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LRH ED 183 INT 10 Mar 73	LRH COMM US APPOINTMENT
LRH ED 184 INT 10 Apr 73	SAVING A LIFE
LRH ED 186 INT 17 May 73	BOSTON MAY 9 EVENT
LRH ED 186-1 INT 20 May 73	CELEBRITIES SPECIAL COMMENDATION
LRH ED 187 INT 18 May 73	WESTERN AUSTRALIA BAN REPEAL
LRH ED 188 INT 29 May 73	AWARD
LRH ED 189 INT 26 May 73	EDUCATION AWARD
LRH ED 190 INT 12 Jun 73	COMMENDATION SOUTH AFRICA ENQUIRY WIN!
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LRH ED 194 INT 2 Jul 73	AWARD
LRH ED 195 INT 11 Jul 73	AWARD
LRH ED 197 INT 19 Jul 73	AWARD
LRH ED 198 INT 13 Aug 73	AWARD
LRH ED 199 INT 22 Aug 73	FRENCH DMSMH
LRH ED 201 INT 7 Sep 73	APPOINTMENT: LRH COMM WW
LRH ED 202 INT 10 Sep 73	"COMMENDATION. LRH COMM AND FLAG REP NETWORKS...."
LRH ED 203 INT 15 Sep 73	"COMMENDATION 13 SEPT STATS...."
LRH ED 204 INT 17 Sep 73	AWARD
LRH ED 206 INT 10 Sep 73	COMMENDATION ON STATS

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LRH ED 207 INT 27 Sep 73	AWARD
LRH ED 208 INT 27 Sep 73	AWARD
LRH ED 209 INT 20 Oct 73	AWARD
LRH ED 210 INT 21 Oct 73	LA SEPTEMBER EVENT
LRH ED 210-1 INT 3 Nov 73	LA SEPTEMBER EVENT ADDITION
LRH ED 211 INT 9 Jan 74	"For his recent help in the...."
LRH ED 212 INT 5 Dec 73	"I received the following...."
LRH ED 213 INT 9 Dec 73	WIN: STUDY TECH APPLIED
LRH ED 216 INT 9 Jan 74	AWARD
LRH ED 217 INT 9 Jan 74	AWARD
LRH ED 218 INT 9 Jan 74	AWARD
LRH ED 219 INT 11 Jan 74	COMMENDATION
LRH ED 220 INT 25 Jan 74	COMMENDATION
LRH ED 224 INT 22 Feb 74	WE REALLY HAVE MOVED IN!
LRH ED 226 INT 28 Feb 74	COMMENDATION
LRH ED 227-1 INT 25 Mar 74	SUCCESS WITH SOURCE!
LRH ED 227-2 INT 31 Mar 74	"THE FANTASTIC AND BEAUTIFULLY...."
LRH ED 230 INT 30 Apr 74	AWARDS
LRH ED 239 INT 8 Jul 74	CHARTER FOR...SCIENTOLOGY MUSIC...
LRH ED 240 INT 9 Jul 74	COMMENDATIONS LRH ED 231 INT
LRH ED 251 INT 21 Sep 74	COMMENDATION
LRH ED 252 INT 24 Sep 74	HIGHLY COMMENDED

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LRH ED 260 INT 20 Mar 75	10X TARGET MAKERS
LRH ED 260-1 INT 30 Mar 75	GO 10Xers!
LRH ED 260-2 INT 13 Apr 75	GO 10Xers!
LRH ED 263 INT 9 Jun 75	COMMENDATION LRH COMM US
LRH ED 266 INT 27 Sep 75	NEW YORK CITY BILLBOARD PROJECT COMMENDATION
LRH ED 267 INT 9 Dec 75	THE LAUNCHING OF THE FIRST CANADIAN EDITION OF DIANETICS MODERN SCIENCE OF MENTAL HEALTH
LRH ED 268 INT 13 Dec 75	COMMENDATION - ASHO
LRH ED 268-1 INT 31 Jan 76	COMMENDATION - ASHO
LRH ED 273 INT 3 Feb 76	GUARDIAN'S OFFICE NEW ENGLAND
LRH ED 274 INT 23 Mar 76	"GREEN ON WHITE"
LRH ED 277 INT 10 Apr 76	HCO PL SUBJECT INDEX
LRH ED 278 INT 22 Apr 76	LA DMSMH CAMPAIGN IS BOOMING!
LRH ED 279 INT 29 Jun 76	THURSDAY REPORTS
LRH ED 280 INT 20 Aug 76	NEW RELEASE TEN TECH VOLUMES
LRH ED 281 INT 8 Sep 76	INTERNATIONAL AUDITORS AMNESTY
LRH ED 282 INT 4 Sep 76	VERY HIGHLY COMMENDED
LRH ED 287 INT 11 Oct 76	COMMENDATION
LRH ED 290 INT 24 Feb 77	HONEST STAFF MEMBERS
LRH ED 292 INT 27 May 77	THE SH GARDENS AND GROUNDS
LRH ED 294 INT 4 Jun 78	BREAKTHROUGH!
LRH ED 295 INT 4 Jul 78	JOHN TRAVOLTA

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LRH ED 304 INT 9 Jul 79 Issued 13 Sep 79	VERY HIGHLY COMMENDED
LRH ED 309 INT 23 Dec 79 LIMITED DISTRIBUTION	AMNESTY
LRH ED 310-1 INT 9 May 80	1980/81 BIRTHDAY GAME FOR MISSIONS
LRH ED 314 INT 13 Mar 80	COMMENDATION AND AWARD COMMANDING OFFICER EUROPE GUILLAUME LESEVRE
LRH ED 315 INT 13 Mar 80	COMMENDATION AND AWARD CO PARIS
LRH ED 318R INT 26 Oct 80	TECHNICAL AMNESTY
LRH ED 326-1R INT 13 Mar 81 Rev. 26 Aug 81	1981/82 BIRTHDAY GAME FOR MISSIONS
LRH ED 331 INT 13 Mar 81	ED MIAMI ORG
LRH ED 341 INT 13 Apr 82	HIGHLY COMMENDED

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LRH ED 6 ANZO 15 Feb 73	CELEBRATION
LRH ED 1 EU 19 Nov 69	KEEPER OF TECH
LRH ED 2 EU 1 Apr 70	COMMENDATION
LRH ED 8 EU 12 Jul 74	EU VIKINGS (NORSEMAN)
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LRH ED 1 PAC 7 Jul 78	PAC WORD CLEARERS AMNESTY
LRH ED 3 SH 18 May 68	"SH is commended...."
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LRH ED 5 UK 5 Sep 69	"EXECS AND STAFF AT SH...."
LRH ED 8 UK 10 Jan 70	KEEPER OF TECH
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LRH ED 1 US 25 Oct 68	"FRED: SEE THAT ECUS...."
LRH ED 1 US 6 WW 7 Apr 69	"US HIGHLY COMMENDED...."
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LRH ED 10 US 10 Jul 70	"Dear All, Your gift of...."
LRH ED 15 US 25.9.71	"U.S. SURVEY"
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LRH ED 18 US 21 Apr 74	COMMENDATION AWARD

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LRH ED 20 US 24 Sep 74	US PRODUCED OEC VOLUMES
LRH ED 21 US 3 Dec 74	COMMENDATION AND AWARD
LRH ED 22 US 17 Sep 75	COMMENDATION AND AWARD
LRH ED 23 US 24 Oct 74	US OUTDOOR ADVERTISING
LRH ED 24 US 2 Dec 75	HIGHLY COMMENDED
LRH ED 25 US 10 Mar 76	AWARD
LRH ED 26 US 15 Aug 79 Issued 19 Sep 79	COMMENDATION
LRH ED 27 US 2 Dec 79	COMMENDATION
LRH ED 28R US 5 Mar 80 Rev. 15 Mar 80	NEW SAINT HILL SPECIAL BRIEFING COURSE CHECKSHEETS COMMENDATIONS
LRH ED 2 WW 18 May 68	"WW staff are commended...."
LRH ED 9 WW 7 SH 14 Jun 68	"DOUBT WAS MISASSIGNED...."
LRH ED 18 WW 10 SH 2 Jul 68	COMMENDATION
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LRH ED 39 WW 24 SH 25 Aug 68	SUSPENSION CANCELLED
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LRH ED 46 WW 31 SH 6 EU 16 Sep 68	POWER CONDITION ASSIGNMENT
LRH ED 49 WW 4 PUBS 14 Oct 68	AWARD
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LRH ED 51 WW 8 EU 25 Oct 68	COMMENDATION

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LRH ED 60 WW 2 Dec 68	"THE GUARDIAN THE DEPUTY...."
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LRH ED 13 WW 27 Oct 69	COMMENDATION
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LRH ED 26 WW 1 Apr 70	MANAGEMENT
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LRH ED 38 WW 14 Jul 75	"All those who helped...."

The Original LRH EDs Pack

Arrangement of Contents

These materials are divided into three sections. These sections are called Series 1, Series 2 and Series 3.

Series 1 contains the earliest of these materials. It is comprised of *EDs* issued by LRH before the LRH EDs issue line was established. Series 2 is made up of the first of the *LRH EDs* issued by LRH. In early 1969, the numbering of LRH EDs was started over and this comprises Series 3 and goes to present time.

Each Series is further subdivided into EDs by area, i.e., LRH EDs EU, LRH EDs US, LRH EDs WW, etc. With this arrangement a person can rapidly find just the LRH EDs for a particular area or for a particular time period.

The invaluable information in these LRH EDs can also be found by subject using the index in the back of the second pack.

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Series 3

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 348 INT

Birthday RJ
13 March 1983

RON'S JOURNAL 37

Hello!

And thank you for your good wishes on this 13 March 83.

I am well and doing very fine indeed and I sincerely hope you are the same, and, believe me, earnestly, that is the only reason I have done the work I've done this last half century.

If at a breath I could wish the whole universe right as you too may have dreamed, it would be wonderful. But it takes a lot more than breaths or wishes to accomplish that and it requires that you also do your part in it if you and those dear to you are going to make it fully.

So I have a Birthday gift for you to return the flow of the avalanches of good wishes and remembrances that you send me. And as I accept them gratefully, so I hope you will accept this legacy.

It is the tech.

You see, despite inferences to the contrary, this tech has not been available before anywhere and was not even known.

I say this as no boast, but with something of amazement for you see researches by most others in the past have not been aimed at bettering man but making him more suggestible and obedient.

As a proof of this, any trouble Dianetics and Scientology had is traced to those who engage in suppression of individuals and man.

They use numerous ways to attempt the eradication of this tech. Denying it is the first. Invalidation is the second. Corrupting it is the next. But all these efforts in whatever guise, boil down to just one thing: to prevent people from achieving and enjoying freedom.

Those who attempt to suppress our tech do not themselves have the faintest clue of how to better anyone. This they cannot do. And this is your ace in the hole.

You see, truth must exist before lies and truth blows the lie away as it is later on the chain. And any suppressive person or group seeking to dissuade you or invalidate you deals only in lies. These lies are quite easily spotted if you know the Data Series.

Most people get so confused by all the lies around, they come to believe anything they're told and that's the reason the suppressive lies. But with the Data Series, one can spot bad data so easily it is itself a sort of relief to know it.

And as you burrow your way down through the layers of lies, you come to truth. And truth blows the lies away.

So we come to this legacy of tech. It is the route, which if purely used, uncorrupted and unperverted, will bring you at

last to the vast free vistas of freedom and truth and the glory of being really you.

But this is not all, and this is my true message to you this Birthday: IF YOU KNOW THE TECH, IT WILL PROTECT YOU.

You do not even have to believe it works. If you really know the true tech, no one and nothing can hurt you or demean you in the ages to come.

So it is not just freedom that is the goal; it is the maintaining of it one must assure.

Those who do not let you have it, twist it, invalidate it and pretend it is something else that's meant, are seeking to deny you not just the road out but the armor of knowledge that will guard you.

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

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

It means of course that you yourself must more than whiff at the bouquet of tech. It means hard and earnest study and precise application for only those will bring it into full bloom in your life.

It is true that paths are sometimes rough and that travel can be tiring and long. But wait!

There are vistas never dreamed of, there are joys never even known, there are glories no past glory ever surpassed. These wait for you but only if you accept my legacy and help bring these things about.

And in the years to come and the ages that follow, the hosannas will be for your Birthday, not mine.

My Love,

RON



L. RON HUBBARD
FOUNDER

Accepted by the

BOARD OF DIRECTORS
of the
CHURCH OF SCIENTOLOGY
INTERNATIONAL

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L. Ron Hubbard

RON'S JOURNAL

LRH ED 347 INT

31 December 1982

RJ 36

"YOUR NEW YEAR"

Hello.

The sun is in the sky

The stars are in the heavens

Life lives.

And I am here to wish you a happy holiday season.

With inexorable promptitude 1983 is upon us!

What will it bring?

For some, I trust, a revitalized purpose and shining life.

For others not so fortunate, another step deeper in the black pit of oblivion.

Some conceive they are in the toils of fate.

But others, having achieved insight know that is not so.

It is you who will determine whether in 1983 you will go upward or down, whether your life will be happier or worse.

I could tell you many airy things of no consequence. But, out of friendship for you and all men, I would like to take this opportunity to remind you that you are the one who determines your own destiny.

It is you who choose your future, it is you who holds firmly to your goals or lets them slip.

It is you who insists upon receiving standard tech or tolerates shoddy substitutes.

When all is said it is you who will be with yourself at the end.

And it is you who will ask yourself, did I do right or did I do wrong?

And the state you find yourself in will be the answer.

Will you become a brighter person or a cinder?

I cannot tell you to arrive at some high state.

I cannot order you to be well or happy or affluent.

I can only point out to you the route to what your innermost self desires.

I have, through half a century of work, found the road out.

I've done all I could to point the way.

It is you who choose or not to achieve a higher state.

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

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

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

In this minute particle of time we have the opportunity to reverse the downward spiral of life.

It is you who will avail yourself of it or not.

There is no longer any question if it is the right road. Countless people now have followed it with success.

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

It is only a question of whether or not you apply them.

Possibly you find this a somewhat grim holiday message.

Ah, there are happy things I could tell you. Book One, again, as it has before is climbing the bestseller list in the bookstores this very moment. And in a number of languages too. There are also new Dianetics and Scientology books coming out. Oh, yes, I've been busy! I also amused myself writing a book Battlefield Earth and I have gotten out a new music album Space Jazz. And they are both selling in avalanches. I've always worked in all the arts. It keeps my hand in, amuses people and whiles away the otherwise idle hour. It's better than playing video games!

The secret is, I get no money from students or pcs and research costs a great deal of money which I myself have always funded with my writings.

And a top publisher just said he had a million dollars for my next fiction work. They seem to think I'm more popular than ever. So you must have been saying nice things about me and also telling people to read my books. So thank you.

But my main time today is spent polishing the higher levels of research so you will find the data you need when you reach that stellar point.

I am well, indeed so, and I thank you for asking.

But I do have a concern.

Will you take advantage of the carefully marked trail upward?

I hope you do, my friends.

For if you don't, it will be very lonely in the sky.



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Love,
RON

L. RON HUBBARD
FOUNDER
Adopted by the
CHURCH OF SCIENTOLOGY
INTERNATIONAL

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 346 INT

10 May 1982

TO: MY FRIENDS

FROM: RON

SUBJECT: THE SO #1 LINE

Church executives and staffs now run the Churches and such organizations. They have been very good about handling mail, even though I am no longer connected to the Church and it is not my legal address.

But the other day I suddenly noticed there were only two mail bags full for the week. I asked what this was all about and was informed that earlier, an unauthorized person, using my lines, had inferred I did not ever see your mail. I almost wept. What an awful ARC break to hand you! And for no valid reason! The person who did that now has blown—understandably. What an awful thing to do to you!

Don't think these lines are out—they aren't. I am always happy to receive communication from you as to how you are doing in Scientology and progressing on up the Bridge.

I love your letters and I would miss them.

I look on the SO #1 line as the only way I have of hearing from my friends. I am interested, man! Why else do you think I work so hard? YOU!

A man is as rich as he has friends—and that makes me the richest man in the world.

So don't get the idea you are not heard and are out of comm with me: It isn't true. You are heard. And appreciated.



Love,

RON

L. RON HUBBARD
FOUNDER

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L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 345 INT

11 January 1983

To: All Staff

From: Ron

Subject: LRH ED LINE USE

Hereafter it is forbidden to anyone but me to use the RED issue line.

The RED line is not an official issue of any Church or organization. It developed when I was Executive Director and continued as a tradition even though I resigned in 1966.

It is a personal line and contains advices and tips that help. You can be assured hereafter that a RED came from me.

Therefore the following REDs are cancelled: See attachment No. 1.

In addition to this list of cancellations: A second list has been prepared of REDs which were already cancelled prior to this issue. See attachment No. 2.



L. RON HUBBARD
FOUNDER

Adopted by
CHURCH OF SCIENTOLOGY
INTERNATIONAL

CSI:LRH:iw
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The following is a list of LRH EDs, not written by LRH. As of now these issues are cancelled. Many of these are revisions to original REDs. The revisions are cancelled, and the original versions by LRH are fully restored.

LRH EDs INT

ED 15 INT 25 Aug 68	A NEW ANGLE
LRH ED 24 INT 12 Oct 68	"As a special offer...."
LRH ED 27 INT 21 Oct 68	CLASS VIII ORG SET UP DRILL
LRH ED 30 INT 24 Oct 68	"It seems no rights needs...."
LRH ED 32 INT 26 Oct 68	EXEC COUNCILS AND FINANCIAL PLANNING
LRH ED 34 INT 21 Oct 68	PRICE SAVING
LRH ED 36 INT 26 Oct 68	"THE FINAL DECISION AND FINDINGS...."
LRH ED 41 INT 5 Nov 68	"In order to clearly delineate...."
LRH ED 46 INT 11 Nov 68	SEA ORG PERSONNEL
LRH ED 48 INT 25 Nov 68	APPOINTMENTS
LRH ED 63 INT 15 Dec 68	A NEW TARGET CF EXPANSION
LRH ED 68 INT 14 Dec 68	DISSEM DIVISION DEPARTMENT OF PROMOTION
LRH ED 71 INT 27 Dec 68	INTERNESHIP
LRH ED 76 INT 8 Jan 69	LRH COMM LOG
LRH ED 78 INT 15 Jan 69	"As some confusion has arisen...."
LRH ED 79 INT 16 Jan 69	"The 60% Discount offer...."
LRH ED 81R INT 20 Jan 69 Rev. 1 Oct 74	A VITAL TARGET The original LRH ED 81 INT 20 Jan 69 is fully restored.
LRH ED 6 INT 9 Mar 69	STAFF MEMBERS SENT BY ORGS FOR CLASS VI OR CLASS VIII
LRH ED 12 INT 21 Apr 69	INFO ON SCARCITY OF TRAINED AUDITORS

LRH ED 27R INT
20 Sep 69
Rev. 23 Aug 81

IMPORTANT STAFF LRH COMM STAFF
PROGRAMME NO. 1
LRH ED 27 INT (also numbered LRH ED
33 INT) remains discontinued by LRH
ED 121 INT.

LRH ED 28 INT
25 Aug 69

SCIENTOLOGY: A RELIGION THE LEGAL
PROOFS OF SCIENTOLOGY AS A RELIGION

LRH ED 29 INT
23 Aug 69

DIANETIC AUDITING

LRH ED 30 INT
(Also numbered LRH ED 40
INT)
15 Oct 69

MISSION U.K. TECH

LRH ED 34 INT
18 Nov 69

THE ROLE OF THE CENTRAL ORG

LRH ED 36A INT
19 Nov 69

ORIGINATIONS TO LRH

LRH ED 39 INT
(Also numbered LRH ED 39A
INT)
23 Nov 69
Rev. 18 May 71 for FEBC

ETHICS PROGRAM NO. 1
The original LRH ED 39 INT 23 Nov 69
is fully restored.

LRH ED 49 INT
9 Dec 69
Rev. 18 May 71 for FEBC

ORGANIZATION PROGRAM NO. 1
The original LRH ED 49 INT 9 Dec 69
is fully restored.

LRH ED 49R INT
9 Dec 69
Rev. 19 Mar 75 (FSO Only)

ORGANIZATION PROGRAM NO. 1
As noted above, the original LRH ED
49 INT 9 Dec 69 is fully restored.

ED 51 INT
10 Dec 69

"Please fill in...."

ED 52 INT
10 Dec 69

LRH PROGRAMMES, CLARIFICATION

LRH ED 54 INT
10 Dec 69
Rev. 18 May 71 for FEBC

SUPERIOR SERVICE IMAGE PROGRAM NO. 1
The original LRH ED 54 INT 10 Dec 69
is fully restored.

LRH ED 55 INT SO SPECIAL
21 Mar 73
Reissued 12 Apr 82

FINANCIAL PLANNING PROGRAM NO. 1
The original LRH ED 55 INT 10 Dec 69
is the valid issue on FP #1s.

ED 60 INT
14 Dec 69

ALL CHECKSHEETS REQUIRED

ED 61 INT
15 Dec 69

FREELoader COLLECTION PROGRAM

ED 62 INT
15 Dec 69

CORRECTION OF ED 32 INT INCOME AND
STAFF PROGRAMME NO. 1

LRH ED 63 INT
16 Dec 69
Rev. 18 May 71 for FEBC

ETHICS UPSTATS
The original LRH ED 63 INT 16 Dec 69
is fully restored.

ED 64 INT
14 Dec 69

ORG COMPENSATION PROGRAM

LRH ED 66 INT
16 Dec 69
Rev. 18 May 71 for FEBC

INSTANT SERVICE PROJECT
The original LRH ED 66 INT 16 Dec 69
is fully restored.

ED 68 INT
19 Dec 69

TREAS. PROGRAM REPORTS

LRH ED 69 INT
15 Dec 69

SEA ORG ETHICS

LRH ED 73 INT
9 Jan 70
Rev. 18 May 71 for FEBC

ETHICS PROGRAMME NO. 1 PROJECT
The original LRH ED 73 INT 9 Jan 70
is fully restored.

LRH ED 74 INT
14 Jan 70
Rev. 18 May 71 for FEBC

SOLVENCY
The original LRH ED 74 INT 14 Jan 70
is fully restored.

LRH ED 75 INT
17 Jan 70
Rev. 18 May 71 for FEBC

THE USES OF AUDITING HANDLING WITH
AUDITING REGISTRAR ADVICE FORM
The original LRH ED 75 INT 17 Jan 70
is fully restored.

LRH ED 79 INT
30 Jan 70
Rev. 18 May 71 for FEBC

FINANCIAL PLANNING PROGRAMME NO. 1
ADDITION
The original LRH ED 79 INT 30 Jan 70
is fully restored.

LRH ED 81 INT
(Also numbered LRH ED 82 INT)
5 Feb 70

EC UK ANZO

LRH ED 95 RA INT
8 Apr 70
Re-rev. 9 Sep 81

FLAG EXECUTIVE BRIEFING COURSE
The original LRH ED 95 INT 8 Apr 70
is fully restored.

LRH ED 97 INT
18 Apr 70

FREEDOM TO REMIMEO

LRH ED 106R INT
3 Jun 70
Rev. 16 Sep 80

WHAT WAS WRONG
The original LRH ED 106 INT 3 Jun 70
is fully restored.

LRH ED 107R INT
3 Jun 70
Rev. 23 Sep 80

DIVISIONAL ACTIONS FOR IMMEDIATE
COMPLIANCE
The original LRH ED 107 INT 3 Jun 70
is fully restored.

LRH ED 110 INT
10 Jul 70
Rev. 18 May 71 for FEBC

REGISTRAR PGM NO. 1 WHAT TO PUSH
The original LRH ED 110 INT 10 Jul 70
is fully restored.

LRH ED 112 INT
25 Jul 70

URGENT AND IMPORTANT REGISTRATION:
BREAKTHROUGH

LRH ED 118 INT
26 Aug 70
Rev. 18 May 71 for FEBC

CASE AND LETTER REG PROJECT NO. 1
The original LRH ED 118 INT 26 Aug 70
is fully restored.

LRH ED 120R INT
27 Aug 70
Rev. 16 Jan 75

AUDITORS ASSOCIATION PROJECT IN
YOUR AREA
The original LRH ED 120 INT 27 Aug 70
is fully restored.

LRH ED 121 INT
29 Aug 70
Rev. 18 May 71 for FEBC

STAFF TRAINING PROGRAM NO. 2
The original LRH ED 121 INT 29 Aug 70
is fully restored.

LRH ED 125R INT CANCELLED 6 Sep 70 Rev. 18 Apr 75 Cancelled 8 May 75	CANCELLATION OF THE TECH SEC PGM (HGC) NO. 1 The original LRH ED 125 INT 6 Sep 70 is fully restored.
LRH ED 138RA INT 28 Mar 71 Re-rev. 11 Jun 81	VFP Series No. 1 TRAINING AUDITORS The original LRH ED 138 INT 28 Mar 71 is fully restored.
LRH ED 144 INT 28 Jun 71	RON'S BRIEFING '71
LRH ED 159R-1 INT CANCELLED 16 Jun 79	CANCELLATION OF LRH ED 159R-1 INT REGISTRATION PROGRAM SO SPECIAL NO. 1 LRH ED 159R-1 INT was already can- celled by LRH ED 236 INT (by LRH).
LRH ED 160 INT ADDITION 18 Dec 71	PROJECT ORG TECH: LIMITED UPPER LEVEL TRAINING OFFER FOR ORGS
LRH ED 165RA INT 29 Dec 71 Re-rev. 3 Oct 74	WELL DONE AUDITING HOURS, HOW TO INCREASE The original LRH ED 165 INT 29 Dec 71 is fully restored.
LRH ED 168R INT 27 Jan 72 Rev. 8 Feb 72	ESTABLISHMENT OFFICERS, AN ANSWER TO HCOs. SPECIAL OFFER The original LRH ED 168 INT 27 Jan 72 is fully restored.
LRH ED 170 INT 25 Jan 72	SURVEY-CAMPAIGN PROJECT NO. 1
LRH ED 172 INT 5 Feb 72	US SURVEY RESULTS
LRH ED 172 INT ADDITION 18 US ADDITION	MORE US SURVEY RESULTS!
LRH ED 174R INT 29 Mar 72 Rev. 11 May 73	STUDY AND TECH BREAKTHROUGH The original LRH ED 174 INT 29 Mar 72 is fully restored.
LRH ED 176 INT Reissued 11 Apr 77	AUDITOR RECOVERY The original LRH ED 176 INT 24 Apr 72 is fully restored.
LRH ED 179RA INT 30 Nov 74 Re-rev. 15 Jun 81	STAFF PAY LRH ED 179R INT 19 Aug 72 Rev. 30 Nov 74 (by LRH) is fully restored.
LRH ED 180 INT 3 Sep 72	HONEST TRs
LRH ED 185 INT 2 May 73	THE 23RD ANNIVERSARY OF DMSMH
LRH ED 185-1 INT 9 May 73	"The second award mentioned...."
LRH ED 235 CANCELLED 235-1 CANCELLED 3 Sep 74	LRH ED 235 AND 235-1 CANCELLED LRH ED 235 INT and 235-1 INT, both by LRH are fully restored.
LRH ED 236R INT 5 Jul 74 Rev. 13 Feb 81	REGISTRATION PGM NO. 2R The original LRH ED 236 INT 5 Jul 74 is fully restored.

LRH ED 241R INT
22 Jul 74
Rev. 26 Sep 77

POTENTIAL TROUBLE SOURCES
The original LRH ED 241 INT 22 July
74 is fully restored.

LRH ED 246RA INT
6 Aug 74
Re-rev. 1 Mar 81

PAID COMPS AND GI RELATIONSHIP
PROGRAM
The original LRH ED 246 INT 6 Aug
74 is fully restored.

LRH ED 256 INT
28 Nov 74

THE ROLE OF COMMUNITY LEADERSHIP

LRH ED 258 INT Reiss.
17 Jan 75
Rev. 3 Apr 80

HOW ARE YOU LIMITING THE SIZE AND
INCOME OF YOUR ORG
The original LRH ED 258 INT 17 Jan 75
is fully restored.

LRH ED 258-1 Reiss.
15 Mar 75
Rev. 3 Apr 80

HOW YOU CAN INCREASE THE SIZE AND
INCOME OF YOUR ORG
The original LRH ED 258-1 INT 15 Mar
75 is fully restored.

LRH ED 259-1RA-1R
1 Dec 75

REGISTRATION PROGRAM #3

LRH ED 270-1 INT
5 Jan 76

FLAG FSM COMMISSIONS FOR TRAINING

LRH ED 284-2 INT
28 Oct 77

THE SOLUTION TO INFLATION—AMENDMENT
FOR UK

LRH ED 284-6 INT
30 Jun 79

THE SOLUTION TO INFLATION—FLAG
SERVICE ORG

LRH ED 284-7 INT

THE SOLUTION TO INFLATION—UNITED
KINGDOM

LRH ED 284-8 INT
18 Mar 80

BOOK PRICE INCREASES

LRH ED 284-9 INT
30 Apr 80

THE SOLUTION TO INFLATION

LRH ED 284-10 INT
17 Sep 80

BOOK PRICE INCREASES

LRH ED 284-11 INT
15 Oct 80

SOLUTION TO INFLATION

LRH ED 284-11 INT FOR FRANCE
1 Feb 81

SOLUTION TO INFLATION

LRH ED 285R INT
26 Sep 76

LRH COMMS AND FRs AS ADDITIONAL
PRODUCTION EXECUTIVES (REVISED)
The original LRH ED 285 INT 26 Sep
76 is fully restored.

LRH ED 286 INT
10 Oct 76

CANCELLATIONS
FBDL 632-1 LRH ED 259-1RC AND BACK-UP
PGMS and LRH ED 259-1RC HOW YOU CAN
GET YOUR 1000 AUDITORS, SUPERVISORS,
C/Ses BY 13 MARCH 1977 (neither of
which was by LRH) remain cancelled
by LRH ED 283 INT.

LRH ED 209 INT
24 Feb 77

HONEST STAFF MEMBERS

LRH ED 296-1R INT
15 Oct 78
Rev. 2 Mar 80

NEW ERA DIANETICS
LRH ED 296-1 remains cancelled as
it also was not by LRH.

LRH ED 305-1 INT
12 Oct 79

ANZO, WEST US, EAST US, UK AND
AFRICA STAFF AMNESTY PROCLAMATION
ADDITION

LRH ED 311R INT
13 Feb 80
Rev. 23 Dec 80

HOW TO EVOLVE THE 3 DIV PUBLIC
DIVISIONS
LRH ED 311 INT Same Title remains
cancelled.

LRH ED 311R-1 INT
11 Oct 81

ADDITIONAL PUBLIC DIV TARGETS

LRH ED 311-1 INT FOR FSO
25 Feb 81

HOW TO EVOLVE 3 DIVISION PUBLIC
DIVISIONS FOR FSO

LRH ED 312RB INT
26 Feb 80
Re-rev. 16 Feb 81

HOW TO ESTABLISH AND EXPAND YOUR
DISSEM DIVISION 2
All previous versions of LRH ED 312
INT Same Title remain cancelled.

LRH ED 312-1 INT
9 May 80

HOW TO ESTABLISH AND EXPAND YOUR
DISSEM DIVISION 2. ADDITIONAL
TARGET TO LRH ED 321 INT ATTACHMENT
1R—PROGRAM

LRH ED 313R INT
4 May 80
Rev. 3 Apr 81

HOW TO ESTABLISH AND EXPAND YOUR HCO
DIVISION 1
LRH ED 313 INT Same Title remains
cancelled.

LRH ED 313-1 INT
19 Jul 80

ADDITION TO LRH ED 313 INT "HOW TO
ESTABLISH AND EXPAND YOUR HCO
DIVISION 1"

LRH ED 316R INT
15 Sep 80
Rev. 11 Mar 81

BACKING UP THE BOOM WITH AN EFFECTIVE,
FUNCTIONING QUAL
LRH ED 316 INT Same Title remains
cancelled.

LRH ED 317R INT
20 Oct 80
Rev. 13 Mar 81
PILOT A

EXECUTIVE DIVISION 7—LEADING THE
WAY TO EXPANSION
LRH ED 317 INT Same Title PILOT A
remains cancelled.

LRH ED 317R INT
20 Oct 80
Rev. 13 Mar 81
PILOT B

EXECUTIVE DIVISION 7—LEADING THE
WAY TO EXPANSION
LRH ED 317 INT Same Title PILOT B
remains cancelled.

LRH ED 319 INT
4 Mar 81

DELIVERY—THE ESSENCE OF A BOOM

LRH ED 320R INT
20 Nov 80
Rev. 7 Apr 81
PILOT

TREASURY—AN INCOME MAKING DIVISION
LRH ED 320 INT Same Title PILOT
remains cancelled.

LRH ED 322RA INT
22 Jan 81
Re-rev. 22 Jul 81
PILOT

HOW TO ESTABLISH AND EXPAND YOUR
HCO DIVISION 1 (Sea Org Orgs)
All previous versions of LRH ED 322
INT Same Title PILOT remain cancelled.

LRH ED 323 INT
21 Jan 81

YOUR LETTERS TO RON

LRH ED 324 INT FOR SEA ORG 11 Mar 81	BACKING UP THE BOOM WITH AN EFFECTIVE, FUNCTIONING QUAL
LRH ED 325 INT FOR SEA ORG 24 Mar 81	HOW TO ESTABLISH AND EXPAND YOUR DISSEM DIVISION 2
LRH ED 327 INT FOR AOLA 18 Jun 81	HOW TO EVOLVE THE 3 DIV PUBLIC DIVISIONS FOR AOLA
LRH ED 328 INT FOR ASHO FDN 18 Jun 81	HOW TO EVOLVE THE 3 DIV PUBLIC DIVISIONS—ASHO FDN
LRH ED 329 INT FOR ASHO 18 Jun 81	HOW TO EVOLVE THE 3 DIV PUBLIC DIVISIONS—ASHO DAY
LRH ED 330 INT FOR AOSHes 18 Jun 81	HOW TO EVOLVE THE 3 DIV PUBLIC DIVISIONS—AOSHes
LRH ED 332 INT FOR SEA ORG 21 Mar 81 PILOT	DELIVERY—THE ESSENCE OF A BOOM
LRH ED 334 INT FOR SEA ORG 13 Mar 81 PILOT #1	EXECUTIVE DIVISION 7—LEADING THE WAY TO EXPANSION
LRH ED 334 INT FOR SEA ORG 13 Mar 81 PILOT #2	EXECUTIVE DIVISION 7—LEADING THE WAY TO EXPANSION
LRH ED 335 INT 25 Mar 81	SPECIAL SO STAFF PROGRAMME NO. 1
LRH ED 336 INT FOR SEA ORG 1 Apr 81 PILOT	DIV IVA—HANDLING THE TOP OF THE BRIDGE
LRH ED 337 INT FOR SEA ORG 7 Apr 81 PILOT	TREASURY—AN INCOME MAKING DIVISION
LRH ED 344 INT 16 May 82	THE RIDGE ON THE BRIDGE This issue is <u>replaced</u> by LRH ED 344R INT 21 October 82 which is compiled from the notes of LRH by his permission.

LRH ED 345 INT
ATTACHMENT #1

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LRH EDs AF

LRH ED 5 AF
5 Dec 79

THE VOLUNTEER MINISTERS PROGRAM

LRH EDs ANZO

LRH ED 9 UK 1 ANZO
5 Feb 70

ORG PATTERN, UK AND SHIP
SEA ORG STATION SHIP U.K.

LRH ED 3 ANZO
15 Dec 70

ACTIVATION OF ANZO'S NEW COMMAND
CHANNELS

LRH ED 4 ANZO
26 Jan 71

ANZO VIABILITY

LRH EDs EU

LRH ED 6 EU (Also numbered LRH ED 1 EU) 27 Mar 74	10X GI
LRH ED 9R EU 17 Jul 74 Rev. 12 Apr 81	PTS HANDLING The original LRH ED 9 EU 17 Jul 74 is fully restored.
LRH ED 10R EU 19 Jul 74 Rev. 31 Oct 79	LANGUAGE BARRIERS The original LRH ED 10 EU 19 Jul 74 is fully restored.
LRH ED 12R EU 22 Jul 74 Rev. 11 May 81	"As BLS and Reg Salesmanship...." The original LRH ED 12 EU 22 Jul 74 is fully restored.
LRH ED 13RB EU 22 Jul 74 Re-rev. 19 Mar 80	STAFF PAY LRH ED 13R EU 22 Jul 74 Rev. 15 Sep 76 by LRH is fully restored.
LRH ED 14R EU CANCELLED 19 Dec 74 Rev. 11 Jul 76 Cancelled 13 Jan 77	EU BOOKSALES AND PRPS LRH ED 14 EU and 14R, neither of which were by LRH, remain cancelled.
LRH ED 15R EU 26 Nov 79 Rev. 18 Apr 81	EUROPE SPECIAL STAFF AMNESTY PROCLAMATION AND AWARD! The original LRH ED 15 EU 26 Nov 79 is fully restored.
LRH ED 18 EU 8 Mar 81	EUROPE CONTINUED EXPANSION!
LRH ED 258RC-1 EU 17 Jan 75 Re-rev. 23 Sep 78	HOW YOU ARE LIMITING THE SIZE AND INCOME OF YOUR ORG

LRH ED 345 INT
ATTACHMENT #1

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LRH EDs PUBS

LRH ED 66 WW 9 PUBS
1 Jan 69

"1. A Central Accounting...."

LRH EDs SH

LRH ED 53 WW 35 SH
23 Oct 68

AOUK MONIES RECEIVED AT SH/WW

LRH ED 9 SH
31 May 70

SAINT HILL SPECIAL BRIEFING COURSE

LRH ED 12 SH
(Also numbered LRH ED 13 SH)
9 Jul 70

SAINT HILL SPECIAL BRIEFING COURSE

LRH ED 35 WW 14 SH
(Also numbered LRH ED 36 WW
15 SH)
20 Jul 70

WW SH PROGRAM

LRH ED 345 INT
ATTACHMENT #1

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LRH EDs UK

LRH ED 7 UK
17 Dec 69

FSM PROGRAMME UK

LRH ED 9 UK 1 ANZO
5 Feb 70

ORG PATTERN, UK AND ANZO
SEA ORG STATION SHIP U.K.

LRH ED 32 WW 16 UK
31 May 70

UNITED KINGDOM PRICE LIST

LRH ED 345 INT
ATTACHMENT #1

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LRH EDs US

LRH ED 7 US 12 WW
2 Dec 69

PROMOTION US

LRH ED 9 US 19 WW
20 Dec 69

ORG IMAGE

LRH ED 17 US
5 Feb 72

US SURVEY RESULTS

LRH ED 172 INT 18 US
ADDITION
8 Mar 72

MORE US SURVEY RESULTS!

LRH EDs WW

LRH ED 16 WW 1 Jul 68	"ARE ALL ORGS PROPERLY MANNED...."
LRH ED 22 WW 8 Jul 68	SEA ORG ACTIONS
LRH ED 52 WW 21 Oct 68	"LRH COMM WW is responsible...."
LRH ED 53 WW 35 SH 23 Oct 68	AOUK MONIES RECEIVED AT SH/WW
LRH ED 66 WW 9 PUBS 1 Jan 69	"1. A Central Accounting...."
LRH ED 26 WW 1 Apr 70	MANAGEMENT
LRH ED 32 WW 16 UK 31 May 70	UNITED KINGDOM PRICE LIST
LRH ED 35 WW 14 SH (Also numbered LRH ED 36 WW 15 SH) 20 Jul 70	WW SH PROGRAM

The following is a list of LRH EDs which were already cancelled prior to this date. It is included here with RED 345 INT to provide you with complete information as to all REDs that are cancelled. An asterisk (*) means the issue is not an original RED (was not written by LRH). Any LRH ED without an asterisk (*) was cancelled by LRH himself.

<u>ISSUE</u>	<u>CANCELLED BY</u>
LRH ED 17 INT (Also Flag Order 1292) 5 Sep 68	LRH ED 31 INT (Also Flag Order 1467) 14 Oct 68
LRH ED 26 INT * 29 Sep 68	LRH ED 29 INT * 22 Oct 68
LRH ED 38 INT 29 Oct 68	LRH ED 65 INT 13 Dec 68
LRH ED 15 INT 26 Apr 69	LRH ED 42 INT 29 Nov 69
LRH ED 27 INT (Also numbered LRH ED 33 INT) 20 Sep 69	LRH ED 121 INT 29 Aug 70
LRH ED 93 INT 30 Mar 70	LRH ED 99 INT 27 Apr 70
LRH ED 95R INT * 8 Apr 70 Rev. 19 May 81	LRH ED 95RA INT * 8 Apr 70 Re-rev. 9 Sep 81
LRH ED 125R INT * 6 Sep 70 Rev. 18 Apr 75	LRH ED 125R INT CANCELLED * 8 May 75
LRH ED 138R INT * 28 Mar 71 Rev. 14 Oct 71	LRH ED 138RA INT * 28 Mar 71 Re-rev. 11 Jun 81
LRH ED 153R INT * 30 Aug 71 Rev. 30 Oct 72	LRH ED 153RA INT * 30 Aug 71 Re-rev. 21 Sep 73
LRH ED 153RA INT * 30 Aug 71 Re-rev. 21 Sep 73	LRH ED 153RA INT CANCELLED * 2 Nov 73 (As ordered by LRH)
LRH ED 153RD-1 * 8 Nov 74	LRH ED 153 Series CANCELLED * 26 Dec 76
LRH ED 153RG INT * 21 Mar 75 Re-rev. 6 Apr 75	LRH ED 153RH INT * 21 Mar 75 Re-rev. 14 May 75
LRH ED 153RH INT * 21 Mar 75 Re-rev. 14 May 75	LRH ED 153RI INT * 21 Mar 75 Re-rev. 30 May 75
LRH ED 153RJ EU * 17 May 76 Rev. 12 Jun 76	LRH ED 153 Series CANCELLED 26 Dec 76
LRH ED 153RJ WUS * 13 Sep 76	LRH ED 153 Series CANCELLED 26 Dec 76

LRH ED 159 INT
28 Nov 71

LRH ED 236 INT
5 Jul 74

LRH ED 159R INT *
28 Nov 71
Rev. 28 Oct 72

LRH ED 159RA INT *
28 Nov 71
Re-rev. 23 Sep 73

LRH ED 159RA INT *
28 Nov. 71
Re-rev. 23 Sep 73

LRH ED 236 INT
5 Jul 74

LRH ED 159R INT MINI *
1 Mar 73

LRH ED 159R INT MINI CANC *
6 Aug 74

LRH ED 159R INT MINI CANC *
6 Aug 74

LRH ED 236R INT *
5 Jul 74
Rev. 13 Feb 81

LRH ED 159R-1 INT *
18 Feb 73

LRH ED 159R-1 Cancelled *
18 Feb 73
Cancelled 16 Jun 79

LRH ED 159R-1 INT Cancelled *
18 Feb 73
Cancelled 16 Jun 79

LRH ED 236R INT *
5 Jul 74
Rev. 13 Feb 81

LRH ED 165R INT *
29 Dec 71
Rev. 26 Sep 73

LRH ED 165RA INT *
29 Dec 71
Re-rev. 3 Oct 74

LRH ED 176R INT *
24 Apr 72
Rev. 10 Nov 72

LRH ED 176RA INT *
24 Apr 72
Re-rev. 22 Feb 75

LRH ED 176RA INT *
24 Apr 72
Re-rev. 22 Feb 75

LRH ED 176RB INT *
24 Apr 72
Re-rev. 7 Nov 76

LRH ED 176RB INT *
24 Apr 72
Re-rev. 7 Nov 76

LRH ED 176 INT Reissued *
11 Apr 77

LRH ED 179 INT
19 Aug 72

LRH ED 179R INT
19 Aug 72
Rev. 30 Nov 74

LRH ED 228 INT *
24 Apr 74

LRH ED 153RC INT
30 Aug 71
Re-rev. 30 Jul 74

LRH ED 231 INT *
9 May 74

LRH ED 231R INT *
15 Sep 74

LRH ED 231-1 INT
16 Jul 74

LRH ED 231-1R INT
16 Jul 74
Rev. 31 Jul 74

LRH ED 232 INT
10 May 74

LRH ED 232R INT
10 May 74
Rev. 24 May 74

LRH ED 234 INT
13 Jun 74

LRH ED 234R INT
13 Jun 74
Rev. 22 Aug 74

LRH ED 243R INT *
25 Jul 74
Rev. 6 Apr 75

LRH ED 243 INT REINSTATED
21 Aug 75

LRH ED 245 INT 28 Jul 74	LRH ED 245R INT 28 Jul 74 Rev. 27 Aug 74
LRH ED 246R INT * 6 Aug 74 Rev. 19 Oct 74	LRH ED 246RA INT * 6 Aug 74 Re-rev. 1 Mar 81
LRH ED 258R INT * 17 Jan 75 Rev. 31 Sep 77	LRH ED 258RA INT * 17 Jan 75 Re-rev. 24 Dec 77
LRH ED 258RA INT * 17 Jan 75 Re-rev. 24 Dec 77	LRH ED 258RB INT * 17 Jan 75 Re-rev. 18 Jun 78
LRH ED 258RB INT * 17 Jan 75 Re-rev. 18 Jun 78	LRH ED 258RC INT * 17 Jan 75 Re-rev. 23 Sep 78
LRH ED 258RC INT * 17 Jan 75 Re-rev. 23 Sep 78	LRH ED 258 INT Reissued * 17 Jan 75 Reiss. 3 Apr 80 with some revision from original
LRH ED 258R-1 INT * 12 Oct 77	LRH ED 258R-1 INT Corr. * 12 Oct 77 Corrected 19 Oct 77
LRH ED 258R-1 INT Corr. * 12 Oct 77 Corrected 19 Oct 77	LRH ED 258-1 INT Reissued * 15 Mar 75 Reiss. 3 Apr 80
LRH ED 258R-1 EU * 17 Jan 75 Rev. 11 Oct 77	LRH ED 258RA-1 EU * 17 Jan 75 Re-rev. 24 Dec 77
LRH ED 258RA-1 EU * 17 Jan 75 Re-rev. 24 Dec 77	LRH ED 258RB-1 EU * 15 Jan 75 Re-rev. 19 Jun 78
LRH ED 258RB-1 EU * 17 Jan 75 Re-rev. 19 Jun 78	LRH ED 258RC-1 EU * 15 Jan 75 Re-rev. 23 Sep 78
LRH ED 259-1 INT * 6 Apr 75	LRH ED 259-1R INT * 6 Apr 75 Rev. 13 May 75
LRH ED 259-1R INT * 6 Apr 75 Rev. 13 May 75	LRH ED 259-1RA INT * 6 Apr 75 Re-rev. 28 May 75
LRH ED 259-1RA INT * 6 Apr 75 Re-rev. 28 May 75	LRH ED 259-1RB INT * 6 Apr 75 Re-rev. 17 May 76
LRH ED 259-1RB INT * 6 Apr 75 Re-rev. 17 May 76	LRH ED 259-1RB INT Corr. * 6 Apr 75 Corr. 19 May 76
LRH ED 259-1RB INT Corr. * 6 Apr 75 Corr. 19 May 76	LRH ED 259-1RC INT * 6 Apr 75 Re-rev. 16 Jun 76
LRH ED 259-1RC INT * 6 Apr 75 Re-rev. 16 Jun 76	LRH ED 283 INT 10 Oct 76

LRH ED 259-1RA-1 *
24 Nov 75

LRH ED 293 INT *
19 Jun 78

LRH ED 296-1 INT *
15 Oct 78

LRH ED 297 INT *
16 Jul 78

LRH ED 300 INT
30 Sep 78

LRH ED 311 INT *
10 Feb 80

LRH ED 312 INT *
26 Feb 80

LRH ED 312R INT *
20 Feb 80
Rev. 8 Apr 80

LRH ED 312RA INT *
20 Feb 80
Re-rev. 1 Sep 80

LRH ED 313 INT *
4 May 80

LRH ED 316 INT *
16 Sep 80

LRH ED 317 INT *
20 Oct 80
PILOT

LRH ED 318 INT *
26 Oct 80
(Amnesty issue)

LRH ED 319 INT *
9 Nov 80
PILOT

LRH ED 320 INT *
20 Nov 80

LRH ED 322 INT *
22 Jan 81
PILOT

LRH ED 259-1RA-1R *
1 Dec 75

LRH ED 293R INT
19 Jun 78
Rev. 23 Oct 78

LRH ED 296-1R INT *
15 Oct 78
Rev. 2 Mar 80

LRH ED 305 INT
5 Oct 79

LRH ED 300R INT
30 Sep 78
Rev. 8 Dec 78

LRH ED 311R INT *
10 Feb 80
Rev. 23 Dec 80

LRH ED 312R INT *
26 Feb 80
Rev. 8 Apr 80

LRH ED 312RA INT *
20 Feb 80
Re-rev. 1 Sep 80

LRH ED 312RB INT *
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Re-rev. 16 Feb 81

LRH ED 313R INT *
4 May 80
Rev. 3 Apr 81

LRH ED 316R INT *
16 Sep 80
Rev. 11 Mar 81

LRH ED 317R INT *
20 Oct 80
Rev. 13 Mar 81
PILOT A and B

LRH ED 318R INT *
26 Oct 80
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LRH ED 319 INT *
9 Nov 80
Rev. 4 Mar 81

LRH ED 320R INT *
20 Nov 80
Rev. 7 Apr 81

LRH ED 322R INT *
22 Jan 81
Rev. 25 Mar 81
PILOT

LRH ED 322R INT *
22 Jan 81
Rev. 25 Mar 81
PILOT

LRH ED 322RA INT *
22 Jan 81
Re-rev. 22 Jul 81

LRH ED 324 INT FOR SEA ORG *
5 Feb 81
PILOT

LRH ED 324 INT FOR SEA ORG *
5 Feb 81
Rev. 11 Mar 81

LRH ED 325 INT FOR SEA ORG *
13 Feb 81
PILOT

LRH ED 325 INT FOR SEA ORG *
13 Feb 81
Rev. 24 May 81

LRH ED 326-1 INT *
13 Mar 81

LRH ED 326-1R INT *
13 Mar 81
Rev. 26 Aug 81

LRH ED 327 INT FOR AOLA *
1 Mar 81
PILOT

LRH ED 327 INT FOR AOLA *
1 Mar 81
Rev. 18 Jun 81

LRH ED 328 INT FOR ASHO FDN *
1 Mar 81
PILOT

LRH ED 328 INT FOR ASHO FDN *
1 Mar 81
Rev. 18 Jun 81

LRH ED 329 INT FOR ASHO DAY *
1 Mar 81
PILOT

LRH ED 329 INT FOR ASHO DAY *
1 Mar 81
Rev. 18 Jun 81

LRH ED 330 INT FOR AOSHes *
1 Mar 81
PILOT

LRH ED 330 INT FOR AOSHes *
1 Mar 81
Rev. 18 Jun 81

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22 Jul 74

LRH ED 13R EU
22 Jul 74
Rev. 15 Sep 76

LRH ED 14 EU *
19 Dec 74

LRH ED 14R EU *
19 Dec 74
Rev. 11 Jul 76

LRH ED 14R EU *
19 Dec 74
Rev. 11 Jul 76

LRH ED 14R EU CANCELLED *
19 Dec 74
Rev. 11 Jul 76
Cancelled 13 Jan 77

LRH ED 15 EU *
26 Nov 79

LRH ED 15R EU *
26 Nov 79
Rev. 18 Apr 81

LRH ED 28 US *
5 Mar 80

LRH ED 28R US *
5 Mar 80
Rev. 16 Mar 80

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21 Jan 70

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THE RIDGE ON THE BRIDGE

I am very pleased that Book One seminars and Book One auditing are getting going again. The Scientologists who are actively working on these are greatly appreciated. Their efforts are helping to get new people started on the Bridge.

Many years ago I observed this: A new public person reads DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH. He gets all steamed up about Dianetics and the Reactive Mind, goes to an org and runs into Scientology. He takes it there has been a change or that he is being thrown off course. He backs off. Sometimes staff members would tell Book One buyers that Dianetics wasn't done anymore and try to sell the person some different service. Because the person wanted Dianetics, this created a ridge.

My solution was to reinstate Dianetic services and courses in Div 6 and I advised various executives to get a Book One campaign going.

Book One began the boom in 1950 and that residual impulse has started up again. In those days, Book One seminars were done by all sorts of people; they filled whole convention halls and got people co-auditing.

The 1950 Book One boom moved forward until it got side-tracked. By preserving the successful actions of Book One and by avoiding the pitfalls that some have gotten into, we can turn the current resurgence of Book One into a mighty boom and keep it going.

WHY BOOK ONE?

The success of Book One in dissemination is largely due to the REALITY LEVEL of a large sector of the public; their first potential reality is on the mind and the Reactive Bank.

By survey, the most successful introductory services are those that give an immediate reality on the Reactive Mind and that something can be done about it. The most frequent initial result from Book One is a reality on the Reactive Mind and that something can be done about it. Thus Book One is very successful, as a dissemination tool.

STARTING A BOOK ONE BOOM

The way to start a Book One boom is to market and sell lots of copies of DMSMH to raw public. That's how the Book One boom got started in 1950—massive sales of Book One to the public.

AND THE AMAZING THING IS, DESPITE THE MILLIONS SOLD, AFTER THE FIRST MONTH OF 1950, BOOK ONE HAS NEVER BEEN TRULY MARKETING! AND MUST BE!

People who buy and read Book One want Dianetic auditing; they want to get their locks, secondaries and engrams run out and they want to go Clear.

If these persons are contacted and offered Book One services (training and auditing), they will take those services and they will want to disseminate Book One to their friends and contacts.

These persons must be told that the way to disseminate is to sell copies of DMSMH (or they will get losses by trying to explain what Dianetics is all about). Ensure that they have copies of DMSMH to sell to others.

Persons trained to audit Book One will audit others on Book One. It will help their pcs to own and study Book One so that they understand what is being done in the auditing and so they understand more about other people and life and the mind. Book One auditors must know to sell DMSMH to their pcs.

By doing the above you will have an ever-increasing number of people who, through reading Book One, want Book One auditing and training and who will in turn sell copies of Book One to their friends—it will snowball.

RIDGE ON THE BRIDGE

Late last year as a result of my research I developed the New Streamlined Lower Grade Chart. People needed their Scientology Grades in order to go Clear on NED. That gave us a better, faster Bridge for Scientologists already on the Grade Chart.

It also raised the question: How do we smoothly phase people on Book One (Dianetics) over to Scientology for their Grades and then to NED where they could go Clear?

(I have had many letters and reports from Scientologists over the past couple of years telling me of their wins and successes with Book One seminars and co-audits, yet there wasn't the expected flow from Book One on up the Grade and Class Chart. So apparently there was a ridge on the Bridge. Solving this would give Scientologists greater success in getting Book Ones moving on up the Bridge to Clear.)

Book One seminars and the successes and bugs that people were running into were looked into.

The first thing that showed up was difficulties being caused by quickying.

In one area they first of all dropped out having Book One auditors do any Book One auditing and graduated them after a mere seminar. Then they dropped out having them read DMSMH! But still "graduated" them as Book One auditors. It had gotten to the point where only ten of these quickie "Book One auditors" were being made per week in an area where previously one hundred real Book One auditors were being made per week.

The same was true of other Div 6 services. When the Anatomy of the Human Mind course was quickied, the subsequent sign-ups for major services dropped from near 100% to about 25%.

The quality, as well as delivery of Book One and other Div 6 services was found to be very important.

Pier Paderni (who has been running the Anatomy of the Human Mind course on Italian TV) attributes his success mainly to how well the public on Intro services are handled. He has been very successful, often getting near to 100% sign-ups after Book One, Anatomy of the Human Mind course and HQS course.

Pier also found that the Anatomy of the Human Mind course (AHMC) was one of the best services to bridge people over from Book One to Scn services.

He starts each AHMC lecture with an introduction about L. Ron Hubbard and LRH books. Then proceeds with the AHMC lecture and demonstration. Since the subjects covered in those lectures are not only the Analytical and Reactive Minds, but also the Thetan, Mind and Body, Communication, Tone Scale, Cycle of Action, ARC Triangle, etc., this gives an introduction to Scientology.

Other areas have reported that the success and re-sign up rate from Intro services depended mainly on who was supervising these. Closer inspection showed that it wasn't anything mysterious about the supervisor, it was how much ARC the supervisor used and how thoroughly and well he or she handled the public that determined how many of these completed successfully and went on to other services.

A search was made for successful statements, explanations, posters or signs that had been used to phase people over from Book One to Scn services, with little result. Then an important discovery was made!

People who had read Book One and wanted Dianetics, when delivered enough Book One auditing, training or co-auditing, then started to reach for Scn services. Given sufficient quantity and quality of Book One, these people naturally started to WANT and reach for Scn services!

The only times when there was a ridge between Book One and Scn services were when there was an attempt to shunt someone all fired up about Book One, over to Scn services before that person had had his Book One auditing or training.

The "ridge" on the Bridge was a totally internally created situation! It was being installed by non-delivery.

By report, in LA Fdn (where they are doing a very good job of delivering Book One), it generally takes about 5 hours of Book One auditing before the person WANTS Scn services to move on up the Bridge to Clear. If at the end of 5 hours the person isn't ready for Scn services, the handling is to sign him up for more Book One and deliver it until the person is ready for Scn.

The amount of Book One auditing needed before the person has had enough wins and reality to be ready to move on up the Bridge is not a great number of hours BUT it must be delivered. Thus the secret of success in getting people onto the Bridge with Book One is:

DELIVER BOOK ONE TRAINING AND AUDITING TO PEOPLE INTERESTED IN BOOK ONE IN SUFFICIENT QUANTITY AND QUALITY AND THEY WILL WANT AND REACH FOR THEIR NEXT SERVICE.

I have known over the years that people buying and reading Book One were often caused to ridge by being told that Dianetics was no longer available and being told to buy something else instead. That's why I reinstated Book One training and auditing. Provided that service is delivered and with good quality, it is an excellent means to get book buyers onto the Bridge and on their way up.

DELIVERING BOOK ONE

People who have read Book One and are all fired up about getting Dianetics MUST be given Dianetics. They MUST NOT be shunted toward another different service.

Scientologists, being themselves somewhere further up the Grade Chart and having a higher reality level, need to keep alert to the fact that new people have a different reality level. Otherwise, Scientologists can easily make the mistake of going out gradient (too steep) on new public, in their enthusiasm to get them up the Bridge, too.

However, as we know, you can only audit a pc on what is real to the pc. If you do that the pc will make gains and attain a higher reality level.

Most people introduced to Dianetics will do best if they follow the original research and development line.

It began with Book One, then in researching using the materials of Book One, I found that one was really handling the human spirit and it took a whole new aspect of research to settle that completely and so Scientology was developed. Then, as I went on building a better Bridge as mentioned in the end of Book One and, in NED, advances were made that were so powerful that the auditor has to know Scientology before he could handle them. The same is true for preclears: after good Book One auditing, they need their Scientology Grades in order to be able to run NED successfully. Having come up through the Scn Grades one can then go into upper level Dianetics (NED) and make miracles and Clears all over the place.

If you try to jump the gun and tell someone all fired up about Book One that what he really needs is some other, different service, you will create a ridge. But by delivering Book One, the person will come to want Scn. He is following the original development line.

For example, as a Book One auditor goes along auditing Book One he may realize that his auditing would be better if he could handle communication better. He has just run into awareness of the need for what we know as TRs! At that point put him onto the Success Through Communication course. He'll be more successful in his Book One auditing and in life.

Book One auditors will encounter the same phenomena on their pcs that were encountered years ago in early Scn research: pcs who need assists; pcs whose ruds need to be gotten in; pcs who need setting up with Introductory processes. The Introductory and Demonstration processes and Assists were developed to handle each of the situations that the Book One auditor may encounter on his pcs.

After the Book One auditor has had wins using Book One and Introductory processes, he is going to WANT Academy training so that he can run Grades on pcs and produce even bigger wins.

His experience with Book One will stand him in good stead as in order to be successful as a Scientology auditor, one needs a grounding in Dianetics. It is also true that in order to succeed with NED, one needs to know his Scientology.

So deliver Book One to those who are interested in Book One. Sooner or later they are going to want Scientology, too. Often, after a mere 5 hours of Book One auditing, pcs have signed up for the rest of their Bridge up to Clear!

KEEPING BOOK ONE WORKING

History seems to have made a habit of repeating itself and so some points bear watching.

People tend to push what is real for themselves.

An amusing example of this is that there were some in 1950/1951 who would take what was real for them and push that. But often totally independent of source. Some had a mania to put out, as a NEW SUBJECT, things which had been developed for their own cases! This was when—after Book One was published—I was doing personal auditing. I would work with a guy on a chain and he'd get a computation he thought was a brand new general therapy and would push it off on each pc he had!

Sometimes people try to run their own cases on others and some will only push what is real to themselves.

Some of these points have shown up again in recent times. For example: concentrating on things like Cancellers. Repeater technique and attempts to do Lock Scanning instead of sticking to mainline Book One of running lock, secondary and engram chains. One guy tried to get his own brand of Book One going by taking a section out of Science of Survival and trying to run only pleasure moments on people.

Most new public pcs do best when run on lock chains on Book One auditing as they are not yet sufficiently unburdened casewise to be able to run secondary chains, let alone engrams. Lock chains and running out recent secondaries are the best to run on Book One, especially to start with.

Remember that you are not trying to handle the whole case on Book One. You can give people a reality on the Reactive Mind and a reality that auditing works with Book One and often many other wins, too. However, the Grade Chart, being the result of some thirty years of research into building a better Bridge, is what will handle cases.

The probable best sequence of services after Book One is: Anatomy of the Human Mind course, then Success Through Communication course, then the HQS course and on to major HGC and Academy services. But that is not a rigid sequence and often a person will reach straight from Book One to HGC auditing or Academy courses.

In locations where Book One is run, other Dn and Scn books must also be available and sold and cassettes must be sold, too! Posters and signs including a copy of the Grade and Class Chart and the Tone Scale must be displayed. Fliers must be available and used. Don't forget that other materials are vital to continued public interest. These create want for further services and show people the route.

Provided the above points are kept in, Book One will spearhead a boom. Seminars and auditing, other books, cassettes and services will keep the boom rolling. These other things were mainly missing in 1950.

INITIATIVE

There is plenty of room for initiative on the following points and this is where Scientologists should be encouraged to show how resourceful they can be.

Selling books to raw public is such an area.

Example: Franz Schuler became a legend in EU selling books to the public several years ago. He sold thousands of books to raw public, rapidly expanding the CF of Switzerland.

Example: Spain is a rapidly expanding Scn area today with two orgs and several city offices. It was opened up a couple of years ago by a few Scientologists who sold books any way they could--over the radio, on the streets, in person--and they rapidly built up a CF of book buyers and took off at a high rate of expansion.

Example: a very successful ad could be undertaken to push Book One so attendance of Book One seminars can be increased.

Place the ad as follows:

"The unconscious, sub-conscious or reactive mind underlies and enslaves Man.

It's the source of your nightmares, unreasonable fears, upsets and any insecurity.

LEARN TO CONTROL YOUR REACTIVE MIND.

Buy and read DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH by L. Ron Hubbard.

It contains discoveries heralded as greater than the wheel or fire.

Available at your local bookstore or the Church of Scientology (address)."

Be sure Book One is available in book outlets for your area before the ad appears. Any other local marketing adjunct can be added. The object is: A) To get Book One into public hands in your area and B) Follow up with Book One seminars in that area. (Possibly a later ad in the same media and channel some two or three weeks later would assist in the follow-up.)

The wording can be varied, particularly the second paragraph which depends on local survey buttons. The rest of it is pretty straight. The target in all such ads is: "Your reactive mind". And "LEARN TO CONTROL IT!" These are very deep buttons and should accompany every Book One ad.

By also featuring the Church it keeps it religious and steers people into Book One seminars.

A big Dianetics symbol should be in the ad, not a picture of the book.

THIS AD IS A VERY SUCCESSFUL AND USEABLE ONE. THERE ARE ALSO OTHER WAYS TO PROMOTE BOOK ONE.

THE NORMAL METHODS OF PROCUREMENT OF PEOPLE MUST NOT BE OVERLOOKED OR ABANDONED BUT ALL FORMS OF DIVISION SIX AND DEPT FIVE PROCUREMENT ACTIONS MUST BE ENGAGED IN TO HAVE A SUCCESSFUL ORG. DO NOT HOBBY-HORSE ON JUST ONE LINE OR TYPE OF ACTION, DO NOT THINK THAT A SPECIALIZED PROMOTION CAN DISPENSE WITH THE NORMAL PROCUREMENT ACTIONS OF AN ORG. FAILURE TO FOLLOW THIS WELL KNOWN FACT AND HOBBY-HORSE ON JUST ONE TYPE OF PROCUREMENT GAVE SCIENTOLOGY A STAT CRASH UNTIL FOUND.

Sometimes people ridge on the idea of self-improvement, because they are not up to the Awareness Level: Need for Change. One Scientologist had been trying to get her mother to read

DMSMH on the grounds that it would help her and others in the family, without success. Then the mother expressed that she was puzzled about the mind, had always had questions about the mind that had never been answered. The Scientologist told her that DMSMH would help her to understand the mind better and clear up the mysteries about the mind. The mother promptly decided to read DMSMH.

The "go button" in this case was not doing something to improve conditions (and attempts along this line had resulted in the person being offended that it was considered that there was something wrong with her), it was clearing up the questions, mystery and puzzlement about the mind.

There may be other points of appeal. Many people are largely "victims." Maybe approaches that exploit inflow could be found. "Wouldn't it be nice to know how the media is manipulating your mind?" "Wouldn't it be interesting to find out how people make you (sad) (unhappy) (subject's tonescale position)?"

New approaches should be looked for.

Scientologists discovering new buttons and new approaches could communicate these to the FIELDS EXPANSION AIDE at Flag. Such successful actions can then be passed on to other Scientologists.

BUT REMEMBER, PUBLICLY MARKETING BOOK ONE ITSELF MUST BE DONE!

GAME FOR SCIENTOLOGISTS

I thought of a game that Scientologists could play.
Helping to Clear the planet by getting people onto the Bridge.

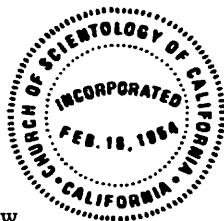
Scientologists love to disseminate and getting new people onto the Bridge is a very rewarding game.

There could be awards for:

- a) Successfully used approaches and methods of selling books to the raw public,
- b) Newly developed and tested ways to sell books and cassettes to different publics,
- c) The number of books sold to public individuals,
- d) The number of new people started on the Bridge.

And the final product will be a Cleared Planet!

How about it?



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COMPILED FROM THE NOTES OF
L. RON HUBBARD
by LRH TECHNICAL RESEARCH
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for the
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L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 343 INT

4 May 1982

TO: COs, EDs, FBOs, D/FBOs,
Bookstore Officers,
All Org Staffs, FSMs

FROM: RON

SUBJECT: BOOKS STRAIGHT TALK

Books are the first line of dissemination.

If you're not marketing and selling books to raw public in volume, you will have no eventual customers.

Book One seminars are booming orgs where used. If you want Book One seminars to work you've got to be sure Book One is in every possible public outlet. You can't fill up Book One seminars with no people.

You can't get word of mouth in the public without books marketed and sold.

People who have not read Dianetics and Scientology books are harder to sell. People who have read them become eager for service.

If books are not marketed and sold to the Scientology field, they cannot go up the Grade Chart.

Your booksales predict your future GI. If you are worried about your GI today, you'll be frantic tomorrow unless you've marketed and sold books to raw public. So part of your promo monies must always go, not to just BMO but to promoting raw public booksales.

If you have only one book or one meter in a bookstore people aren't likely to buy it. If you have far more sitting on the shelf or available they will. Scarcity of book stocks make no sales, abundant books do.

Every book should have in it a return address card to the org.

Books are your best ambassador and spokesman. Get them out into public hands.

And don't be running out of book stocks, or let your inventories be ripped off. Books are assets. Safeguard the stock and the money you get for them and order new books with it. While you can make a profit on books, the service GI they bring in is far greater. Your org can run and pay its bills without also absorbing the money you get for books. So pay your Pubs bills and order more books with booksales funds.

The cycle is (a) lots of books in public hands, (b) lots of good service delivered in org, (c) more books in public hands, (d) more service demand on org.

When you don't use the money gotten for books to buy more books from Pubs you won't have any books and very soon will have no GI or staff pay either!

Don't fool with this or fool yourself or short-circuit the org's first dissem line.

They say Book One has started every boom since 1950. But Book One since 1950 (although it sold millions) has never been really marketed. I'll bet you can't even buy one in the corner drugstore! It's your responsibility to get them into every outlet in your area!

You need the rest of the books also sold to back Book One up.

Don't look on books as a sideline. They're your front line troops. Books, cassettes, films, meters are a planet-wide assault on the reactive mind. No one wants a reactive mind but a psychologist. So everyone else will be your friend.

I'm not saying this just because I want books sold. No. I'm saying this because I want to clear a planet.

Do you?

Good! Then market and sell books and use the money to buy more books. And market and sell those. And you'll be making a real approach to getting people in for service and clear the planet.

Money I get from booksale royalties helps to pay for research. Any money over is destined for a non-profit foundation to keep Scientology working.

Any money you get from booksales should go to buy more books. And marketing and selling them will get people in for service and put your org in clover.

There's no real profit anyone is making from books. It's no sin to make a profit from them. But it is a sin and a big one not to push them. And it's a real suppressive crime to cut the line or rip them off. Books are the spearhead of a planet-wide offensive against the reactive mind, the unconscious part of the mind that enslaves the souls of Man. So only a very reactive person would stop this vital flow of Dianetics and Scientology books. You want public in? You want GI? It will happen only if you're clever in marketing and selling books. And at about 100X the volume of past years. Books are your shells and ammo in a planetary assault. They're also your infantry and ambassadors. Put attention on them!

It is far from an unrealistic goal, short term, to get Book One into the hands of 1% of all the people in your area. That's a start. A longer term goal is to capture 5% of the world book market. We can do that too. And if we did it, sheer momentum would clear the planet.

Are you with me on this?

Good!

Do it!



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L. RON HUBBARD
FOUNDER

Adopted by the

CHURCH OF SCIENTOLOGY
INTERNATIONAL

EXECUTIVE DIRECTIVE

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9 May 1982

RON'S JOURNAL 35

FROM CLEAR TO ETERNITY

As I continue to research, I never cease to be amazed at the amount of gain potentially available to an individual.

There are six rough divisions of case gain.

1. From raw public to a realization Scientology works and should be continued.
2. The realization that, through his auditing, one will not get any worse - an arrested decline.
3. The whole band of gains we call the lower Grades. The very least of these gains (and there are many by pc testimony), is stated to exceed by far any advance in personal gain ever before achieved in any former practice known. (A simple flying of ruds can get more gain than ten years of psychoanalysis!)
4. The band that achieves in a final burst of glory and freedom, the state of Clear.
5. The pre-OT levels, leading to personal spiritual freedom. These carry up through all NOTs, audited and Solo. What is amazing here is that each one of these levels, according to rave reports, has, each one, its own spectacular level of gain.
6. The actual OT levels beginning now with New OT VIII and going on up.

According to the spiritual research records and pre-OT and OT reports, the AMOUNT of gain available to one person is never really conceived, in an aberrated state, to potentially exist above him.

It is a never-ending source of wonder to people, going truly on this route, that there could be such QUANTITY of gain available to one being.

Thus in an aberrated state, the person is not likely to turn his eyes up very high and still keep a reality on it.

In the age of speed, people may conceive it all should happen in a minute. Or maybe a minute and a half. Or as the result of a needle jab which will make them free forever.

Alas this universe isn't built that way.

This universe is based on QUANTITY. There's an awful lot of it.

The number of electrons in an atom, the number of atoms in a molecule, the number of molecules in a drop of water is awesome arithmetic.

The number of planets in systems, the number of suns in a galaxy, the number of galaxies add up to mind-boggling figures

TIME, on this very short-lived and hectic planet, is hardly conceived of at all. Just recently geologists concluded that Man might have been here for a million years. HAH! Little do they know!

The age of this and other universes is very, very long. It is not eternity but almost.

So, without getting into questions as to how long you've been around (the brain theory boys might object since they are TERRIFIED of spirits) let's ask this question:

If a being had half an eternity to louse himself up, how loused up could he get?

Right. Go to the head of the class. Plenty!

And you now can get an inkling of how much spiritual gain might be available. And this could explain why, at each one of the six levels, there are so many new gains according to testimonies collected.

All right. Got that? Good.

We now come to the next question, since one and all are being very bright this morning:

If it took a being half an eternity to louse himself up, how long would it take to unlouse him?

Now before your mouth turns down at both sides and before you collapse with apathy considering it, let's look at the miracle of Dianetics and Scientology.

It doesn't take half an eternity. It doesn't take millenia - though this could be reasonably expected. It doesn't take centuries. It only takes years.

That's right. Years.

The above six rough divisions of gains are sort of an expanding scale.

The first one could take, with an intro or assist, maybe half an hour plus a few evenings reading books.

The next level (consisting of formal auditing and Purif), possibly could take a week or two.

The third level, consisting of the lower Grades and more books could, due to scheduling of time and all that, consume a month.

The fourth level, depending on the case, might take a bit longer. But it can result in Clear.

The fifth band now begins to really lengthen. To become a Solo Auditor and go up through the levels to OT III could take months. And through OT III can stretch out considerably. And then audited NOTs and Solo NOTs really adds time on. The gains of each point of progress can make, according to reports of pcs, progress at the lower end look like inches. Yet the lowest of these bands is above any progress Man had made before.

Now when we get to band six, get ready for a long haul.
It won't happen in a minute.

So what we're looking at here is time proportional to
reported gain.

Once one has gone Clear and gets to Solo, one has to plan
one's time to each day put his auditing time in and just keep
at it.

Some balk when they have gone a week. Life looks too
interesting. Or they bog and are "too busy" to get a repair
to get them going again. They are, after all, moving at a
much faster pace personally - their interests may have multi-
plied.

But if they will just keep at it and make the arrangements
necessary to be able to do it, according to the rave reports,
it is very worthwhile.

So what is one really looking at? The higher the level,
the longer the time - because one is handling a higher band of
potential gain.

And what is one rising to, after all?

One is rising to eternity.

You think time is behind you?

Have another thought. Look AHEAD.

There's eternity!

And you'll be in it.

You'll be in it in a good state or a bad one. Really, I'm
sorry to have to tell you, there's no choice. One may be able
to step off the planet. One isn't going to step off life.

In this time and in this place - for possibly just a little
while, we have this chance. To go free and to make it. Planets
and cultures are frail things. They do not endure.

I cannot promise you that you will make it. I can only
provide the knowledge and give you your chance.

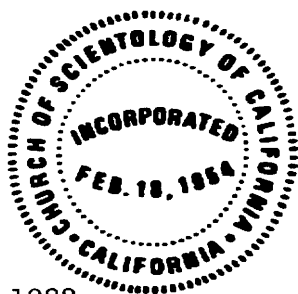
The rest is up to you.

I strongly advise you work hard at it - don't waste this
brief breath in eternity.

For that is your future - ETERNITY.

It will be good for you or bad.

And for you, my dearest friend, I've done what I could to
make it good for you.



L. RON HUBBARD
FOUNDER

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L. Ron Hubbard

RON'S JOURNAL

RON'S JOURNAL 34

Birthday March 13, 1982

BPI

THE FUTURE OF SCIENTOLOGY

There comes a time in all the great movements of mankind when they get attacked.

When one reviews the history of religious wars which laid the bulk of Europe in ruins time after time across the centuries, one gets some idea of the passions of Man.

The primary passions are two-fold: one stems from the decent impulses of Man, the effort to do and be something good, to accomplish a resurgence and reforms that are worthwhile; the other is the evil hatred of the status quo who, in their violence oppose all who would question their right to oppress and maim and kill.

The first impulse comes from the very heavens, the second is born in the depths of hell.

All things worthwhile have to be fought for: every decent impulse in Man's history has been opposed.

The fate of the entire civilization is decided on the issue of which one wins.

No single human being can stand aside from the fray, a spectator wondering who is going to win. It is his OWN fate that is being decided: will he in the future have a decent life or will he be crushed down into the mud? Will the decent impulses of the civilization triumph or, in defeat at the hands of evil, have to wait again for another chance, another time?

The travails of the religion of Scientology may seem great but, frankly, they do not compare to those other faiths have gone through.

Time and again since 1950, the vested interests which pretend to run the world (for their own appetites and profit) have mounted full-scale attacks. With a running dog press and slavish government agencies the forces of evil have launched their lies and sought, by whatever twisted means, to check and destroy Scientology.

What is being decided in this arena is whether mankind has a chance to go free or be smashed and tortured as an abject subject of the power elite.

The issues are extremely clear-cut, there is no argument there.

But what is the result to date of enemy action?

Hah!

Honestly, my friends, a review of these battles over the past thirty-two years moves one to contemptuous laughter. The enemy, perched in their trees or swinging by their tails, have been about as effective as one of their psychologist's monkeys peeling a policeman's club thinking it is a banana and then throwing it only to hit the chief ape in the face.

Oh, the furore has been very loud. The AMA, pouring lies into the press through gnashing teeth persevered for years—and then went bankrupt. The psychiatrist, riding high in 1959, hoping to place one of his ilk in a blackmail position behind every head of state, hoping to consign any citizen at his whim to a psychiatric Siberia, trying to preserve his right to kill and maim as a profession above the law, is today a butt of comic strips. And what of the FDA that, for fifteen years snarled and snapped about the E-Meter? One hardly hears of them today. And what of the mighty Interpol, that tool of CIA? It was found to be a nest of war criminals hiding out from the law itself.

Oh, one could go on but in each case the enemy has gone down to defeat in the end. You do not hear much about this from the running dog press because, of course, they were the tool of the enemy in the first place.

They lose because they traffic in lies. But, because they told their lies so broadly, even when they were disproven, they still tend to hang around and make one feel there is—there isn't—an adverse public opinion. The enemy and their press are not the public: you could ask yourself why, year after year, fewer and fewer people buy and read newspapers: people don't believe them anymore.

I once checked, in the 50s the effect on org stats of howling bombasts of a running dog magazine called TIME. Its owner, a man named Luce, was said to be an LSD addict, both he and his wife were carefully controlled by his psychiatrist. Of course he published blasts against anything which would expose his rotten condition. What I found was that not one of those lying bombasts had had the slightest effect upon org stats. Luce is dead now, a good testimony to his drugs and the psychiatrists. There are a dozen orgs today for every one that existed in Luce's time.

And so it goes with these attacks.

Oh, yes, we've had some casualties. Oh, yes, we've had some trouble. But that is the way with wars: not only combatants but innocent bystanders can get wounded. That's this universe: we didn't make it that way but that's no reason we cannot, bit by bit, correct it. Certainly, for mankind, there's no escaping it and if there is a battle, there is more to do than simply duck one's head: the bombs are no respecters of uniforms or identities.

It may appear that the enemy suffers no casualties for they hush them up. With no great pleasure, I used to keep a roster of them. Through no will or fault of ours, many of them are dead. Some died from things that we have tech to help: it is rather poetic in justice that they were fighting what they themselves could have used. Many others, when the battle cleared, lost their jobs: and that is a precious thing to a suppressive, his garnered rights to do others in: it is sad to say there are many in governments who are there just so they can have this right: so when one gets fired for failing in his attacks on us, that's very close to the end of his life. They do not care if you hurt the government or their association or their publication:

threats against those things are part of their own plans to cause trouble—typical of the insane. Where they can be hurt and practically the only place, is losing their job or position. And their casualties in this respect would fill some very long bread lines: when they fail, their mentors fire them.

They have lost power.

They have been hurt.

And in any contemporary attack, no matter how violent it may seem, the result predictably will be the same: failures and casualties in enemy ranks. Not because we harm or touch them—we wouldn't. They are mad monkeys and they blame and shoot each other.

Now when you hear of some new attack or an old one, you could get the idea that we're losing and are likely to winnow away and vanish. The enemy keeps saying that. But just remember a maxim: if the papers say it, it isn't true.

Hearing such things, one may think that, as a Scientologist, it doesn't matter what you do: it doesn't make any difference now since all is lost. That's silly.

In or out of Scientology, one is on these firing lines. The crime-ridden, drug-crazed, misgoverned mess out there which they call civilization is no place at all to escape to. That's surrender.

And it DOES matter what one does on post, particularly when the shots are flying hottest. If you think it's bad in a Scientology area, look at Ulster or Detroit! And those poor guys are just innocent bystanders being mowed down. At least the Scientologists are DOING something about it. They're handling people, they're making inroads on crime, they're salvaging addicts, they're even quoted, often unknowingly, by beleaguered business.

All you have to do is look at where Scientology was in terms of numbers of orgs and missions even a few years back and where it is now to know. All you have to do is count the additional countries using it year by year. All you have to do is count the memberships of the Churches. And you know conclusively that while the enemy goes down, whatever the bombast, Scientology is going UP.

It DOES matter what you do on post or in the field or in the world. This scene called Scientology is not going to end. Time after time the enemy, in our blackest hours, has told itself, "We've got them now! We've stopped them! They're through!" They were just praying past their own graveyard. Each time, there we were again, stronger, expanding, working better. And at this very moment of writing, that's where we are at right now. The last enemy attack is winding down.

And there we still are all over the world, doing good, getting stronger, getting more numerous.

And in the coming decades so it will be again.

The guys in the white hats—with the S and Double Triangle—are winning. They are winning because they mean well. They do good. They know their business. And the enemy is losing and will lose because they mean bad. They do evil. They are incompetent.

Remember the principle of Flourish and Prosper. It works!

And the next time you see an attack, remember the old truth, "This too shall come to pass away."

But not Scientology. We're here and will be here for all the decades and centuries that this civilization has left to it. And right now I am working on plans so that it will be here even when the madmen, in some possible last convulsion of evil, have blown this civilization away.

We are saving beings, not men.

And the evil die within their own generation.

We don't.

So the next time you feel blue, read this.

The enemy can't even plan for tomorrow.

We work in eternity.

Love,

RON

L. RON HUBBARD
FOUNDER



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L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 340R INT

TO: ALL STAFF ALL MISSIONS

INFO: COs AND EDs OF ORGS

FROM: RON

SUBJECT: MISSION BIRTHDAY GAME 1982/83

13 March 1982

Revised

17 June 1982

Revisions not
in Script

**** 1982/83 MISSION BIRTHDAY GAME ****

(Note: I would be very pleased if you would care to do the following as an improvement on the existing Birthday Game which was not written by me. All targets so far made can be considered valid.)

I am calling on my friends and pioneers of the Scientology world, Mission Holders and their staff, to play the biggest game there is - Clear Earth!

In 1959 when I wrote HCOB 28 July AD9 OUR GOALS, with a fledgling Mission Network extant then, I set this goal for Missions. Now, more than ever, it applies.

The upper part of the Bridge has been expanded through the new super OT levels, the lower parts of the Bridge have recently been smoothed out and a clear route has been marked from Book One onto Scientology services. You have my red on white tech and green on white policy.

There's nothing to stop us now!

It's time we moved in!

Planetary dissemination on a scale never before seen is what is needed.

We can clear Earth!

Missions are Scientology's spearhead into society. Without them we would fail. I count on Missions to hold wide open the gates at the entrance of the Bridge, to flood their communities with books and to drive people onto the Bridge so that they can go up the line to Clear.

For every Org on the planet there should be ten Missions, reaching out into the public and driving them in and up the Bridge.

More than any group, Missions can and do have a direct effect on the speed at which planetary clearing takes place.

Now, to move up to an effective planet-clearing body, the Mission Network must 20 times its size as quickly as possible. This means expansion not only in existing Missions but the setting up of hundreds of more Missions. At ten Missions for

each Org in the world at today's Org count this would mean at the very least another thousand Missions need to be formed up and made operational.

This is no small task.

It may even seem mind boggling to some.

Lesser beings would flinch when confronted with this game.

I'll give you a tip on how to do it with ease. Make the game not only yours and your staff's but include your public too. Get them helping clear their community. Give them hats. Brush off any reasonable think you run into. Get them active. Use them. You'll be surprised at the magnitude of the untapped resources in your field. They just need to be included, given a hat and some direction.

You can clear your community!

BIRTHDAY GAME

This is the game for Missions for this year until 13 March 1983:

```
*****
* 20 TIMES THE VOLUME OF COMMUNITY CLEARING IN EACH *
* MISSION'S AREA AS EVIDENCED BY 20X-ING THAT AREA'S *
* MISSION PRODUCTION BASED ON W/E 13 MARCH 1982 STATS.*
*****
```

As you can see, not only is this an individual Mission game but it is also a game that each region of the world can play to 20X their own region's production and thus the volume of community clearing. They can do this by encouraging and getting more Missions set up and delivering; by combining resources for regional advertising campaigns and by finding other ways to connect up and push power to their regional neighbors. Regions should be designated by SMI. They can also keep you briefed on individual and regional standings, good news and successful actions.

BIRTHDAY GAME POINTS

To play this Birthday Game, the whole Mission has to function as a tough team.

It requires every staff member operating at Tone 40, including in the game their public while servicing that public in increasing volume.

I have seen to it that all areas of the Mission have a chance to contribute to their Mission's overall success in the game by making a complete range of stats the Birthday Game stats. These statistics are:

```
FULLY HATTED AND FUNCTIONING STAFF
GROSS BOOKSALES
GROSS INCOME
VALUE OF SERVICES DELIVERED
WELL DONE AUDITING HOURS
WELL DONE AUDITING HOURS IN THE CHAIR
STUDENT POINTS
NUMBER OF BOOKS SOLD TO INDIVIDUALS
NEW NAMES TO CENTRAL FILES
FIRST SERVICE STARTS
PUBLIC REG PAID STARTS
DIV 6 COURSE COMPLETIONS (PAID SERVICE)
```

Points are awarded for three week rising trends on each of these stats. Size of Mission doesn't count. How much you expand is what you get in points!

The system for counting Birthday Game points for Mission stats is as follows:

Starting from week ending 18 March 1982 and using HCO PL 9 Nov 1979 HOW TO CORRECTLY DETERMINE A STAT TREND work out the condition of the Mission stats (above) on a three week trend. Birthday Game points are counted as they were in the last game:

FOR EACH of these stats in NORMAL ON 3-WEEK
TREND = 1 POINT

FOR EACH of these stats in AFFLUENCE ON 3-WEEK
TREND = 3 POINTS

FOR EACH of these stats in POWER ON 3-WEEK
TREND = 6 POINTS

The points earned for each stat are added up and this gives the total Birthday Game points earned by the Mission for that week. This is done at the end of every week throughout the game. Regional points will be computed based on the contributing production of all Missions within that region as measured by their combined Birthday Game points.

AWARDS

At the end of the 1982/83 Birthday Game on 13 March 1983, the most expanded Mission, region and continent will be announced and special awards will be made.

Special Birthday Game certificates will also be awarded at the end of each quarter of the game (every three months) to the Mission, region and continental winners and to Missions and Mission staff members and regions who have made their quarterly quotas of 2X, 5X, 10X and 20X.

BOOKS - BOOKS

A special Birthday Game award will be presented to all Missions who 100X their Gross Booksales and Number of Books Sold to Individuals stats during this Game. Remember the key to doing this is to have single-hatted Bookstore Officers on post backed up by all book outlets in the Mission flat out selling books! If we are to reach out to the public we must do so through booksales. Books contain the lifeblood of what you are delivering. We created a boom in 1950 with the release of Dianetics: The Modern Science of Mental Health and it remains today our best seller and our most effective dissemination tool. Use your public and your FSMs to push this vanguard into the society and the planet will be ours in no time! Books make booms but they have to be sold first. Let's get cracking!

SPECIAL HATTING GAME

Per HCO PL 29 July 1971 WHY HATTING, "HAVING A HAT, BEING HATTED, AND DEMONSTRATING COMPETENCE MAKES A PERSON FEEL CAPABLE OF HOLDING HIS POSITION IN SPACE AND HE BECOMES MORE STABLE, CONFIDENT IN LIFE AND MORE POWERFUL."

During this game you will need the increased ability to hold a position in space and the increased power which hatching gives you. Green on white policy applies very firmly to Missions.

As a game from 13 March 1982 until 13 March 1983 any Mission staff member who becomes fully hatched, upon notifying SMI INT of this achievement together with an attest from that Mission's Qual, will be awarded a special award from SMI INT.

Any Mission whose entire staff become fully hatched during this same period, upon application to SMI INT with an attest from the Mission Holder, will be awarded a very special award from SMI. SMI will announce these awards by separate issue.

STEPS TO THE 1983 GOAL

These are recommended steps to take to achieve the 1983 goal. They may be added to from time to time by other LRH EDs and campaigns from SMI INT.

0. Don't drop anything that you have been doing that has been successful in raising stats and helping you expand. Make a list of these and work out how you can strengthen them and improve them even further. Those are your successful actions, so cherish and build them up!

1. Realize the fact that 100X booksales to raw public is the key to 20X expansion. Using booksales policies, my recent EDs and your own successful actions, get a campaign underway to 100X booksales to raw public.

2. INCLUDE your on-lines public and CF public in this game. There's no such thing as an inactive Scientologist, they simply need a hat and for someone to ask them to join in!

3. Continue to Flourish and Prosper even more.

4. Step up promotion to the public as never before. Get Scientology broadly advertised and make yourselves known and the services that you offer available to your entire community.

5. Start a campaign to get every Scientologist in your area to select and bring at least one new person per month into the Mission and then make sure that person is well handled by Div 6 so that he continues up the Bridge.

6. Get Dianetics and Scientology books sold in volume by FSMs, students, pcs, staff members, Scientologists and also in all public bookstores and outlets.

7. Contact every Scientologist in your Central Files. Brief them on RJ 35 FROM CLEAR TO ETERNITY. Get them revitalized, enthused and made active. Get them moving faster up the Bridge, through your Mission and up the Bridge to your local Org or AO/SH.

8. Realize the need for trained auditors to handle the floods of new public you will get in on your lines. Think ahead! Get staff who are good students sent off for their O-IV Academy training and Saint Hill courses. Deliver snap and pop courses at your Mission and get lots of graduates off the Hubbard Basic Career Auditor Course. This is vital to making the expansion quotas within this game period.

9. Connect up with your regional neighbors in other Missions. Arrange to meet together regularly so that area problems can be tackled as a team and overcome. Assist the smaller Missions in your region.
10. Make every Scientologist in your area an FSM for your Mission. Get them actively selecting and bringing old and new people into the Mission for services. Run FSM rallies, competitions, training seminars and furnish them with materials that they need to do the job.
11. DELIVER, DELIVER, DELIVER 100% STANDARD TECH on every public person from the moment they walk in the door. Get results that your public rave about and move mountains to ensure those results occur. Your best promotion is word of mouth!
12. Look after your on-lines public and they will look after you.
13. Reach out into society by making hundreds of Book One auditors in your Mission. In 1950 we began everything we have today with Book One and groups and individuals running Book One on each other. Thousands of Book One auditors are still vitally needed as ever!
14. Set up standard staff training courses and staff co-audits outside production time and get the staff hatted, audited and winning so that they too are moving up the Bridge.
15. Remember that the continuing keynote to handling any antagonistic element is FLOURISH AND PROSPER. Realize that there is no more deadly way to get even with a suppressive or an antagonistic person or a downgrading society than by FLOURISHING AND PROSPERING.

SUMMARY

So there it is! The Mission Network's own and very special game for 1982/83.

Community clearing!

This is a game for both individual Mission and region.

You are quite capable of bringing it off.

Your wins are wins for the entire planet.

To the greatest Mission game ever!

Good luck!

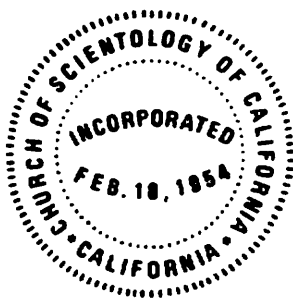
Love,

RON

L. RON HUBBARD
FOUNDER

for and accepted by
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L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 339R-1 INT

10 October 1982

TO: ALL STAFF
(Staff Only Not BPI)

FROM: RON

REFERENCES: LRH ED 339R REVISION OF THE BIRTHDAY GAME 1982/83
HCOPL 3 DEC 71 EXECUTIVE SERIES 4 EXCHANGE
HCOPL 20 AUG 82 ORGANIZATIONAL BASICS
HCOPL 10 SEPT 82 FINANCE SERIES 36 EXCHANGE,
ORG INCOME AND STAFF PAY

SUBJECT: THE MAKE-BREAK POINT OF AN ORG

I suppose you may have wondered why the exact figure of 5.4X was chosen for the Birthday Game? Why not 4 or 6?

Well, the origin of that figure was a calculation of average of stats. And it vitally concerns the make-break point of an org.

What is a MAKE-BREAK POINT?

This is the point, in terms of Gross Divisional Statistics, below which an org STRUGGLES. It does not have money for vital things like equipment or even postage. Staff pay is low. The org is selling more than it is delivering and backlogging its advance payments. It does not have money to broadly promote. In short, it is STRUGGLING to keep going.

ABOVE the make-break point, there's lots of money for things. Staff pay is good, tech staff is adequate not only to catch up backlogs but to keep up the present sales. There is a good HCO to keep ethics in and the staff can afford a Qual not just for the public but for staff enhancement.

There are many examples of this in orgs. One time Boston Org was below the make-break point. It only had a few staff. It could not do much by way of dissemination. Everyone was working hard but the org was getting nowhere. Then a Sea Org command team went in as its execs. They hired more staff, promoted, actually regged properly, booted interference off the lines, began to deliver like a whirlwind and voila! -- the org soared up above the make-break point! The staff, despite increased numbers was far better paid than they ever had been before. Booksales soared. The org grew so prosperous it had money to burn and was still sending more to Flag than many SO orgs!

They shot, in just a few weeks, from well below the make-break point to well above it!

And how did they do this? It's all in the OEC volumes PLUS the Product-Org Officer tapes. They simply hired more staff, got them on post, put the full form of the org there in an instant hatting blitz, demanded and got real production from every post. They didn't even use gimmicks! They drove the public in with the usual. They delivered good tech like mad.

Boston soared.

It got above the make-break point rapidly and after that it was all roaring lines and clover.

So how about this 5.4X?

NO org in the world today, including SO orgs or even the FSO is above the make-break point. WHY? Because inflation raced ahead while the orgs stood still. The make-break point rose. In some cases, notably a few Class IV orgs, being below the make-break point now, they began to fall apart. It became harder and harder for the org to buy the things it needed. The delivery backlogged further and further. Staff numbers grew less. Staff pay began to fall more and more. Disestablishment became more pronounced. They were harder to run and harder to work in. In a few cases, not knowing what was wrong, they began to seek advice from wrong sources and look for crazy shortcuts and gimmicks.

But the real why was that they had fallen below the current make-break point in each one of their Gross Divisional Statistics. AND then began to have a hard time of it.

So where does this 5.4X come from? It is the multiple of the GDSes to get every org in the world back up just above their make-break point in relation to the current economic scene.

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

And it is very interesting that it went from SIX staff to over 250 in just a few weeks! They were not all Scientologists -- they were "wogs". But they went onto a real org board, post by post. They were instant hatted -- oh, my god! They were product-officered to get the products of their hats. The back door was open through Qual for those who could not pull their freight while the front door kept recruiting.

The functions of the org listed in LRH ED 339R went in, in roughly the same order as they are given in that LRH ED and the volume of those functions was increased over and over by going through that same sequence over and over, increasing each function in turn. There was an allocation board for hiring and each applicant who came in was slotted into that board and put on the next needed post. And as a note this is FAR easier to do today, with worldwide unemployment at a near highest ever, than it was to do then.

These "wogs", through hatting and production on post and good cramming, very rapidly became Scientologists! And of their own volition! Existing field auditors were quick to join the winning team and rapid, hard, in-tech training of new ones quickly had the org up to its ears in competent Tech and Qual. staff.

The major pluspoint was PURPOSE. We wanted a big, booming org and we got one. Anything that did not contribute to that was cast aside and everything that did was pushed in fast. On every post there were no other fish to fry.

And there was another point -- it is a different idea: The consideration that it takes a long time to build something is not true. That itself is an aberration, an effort to discourage destruction by pretending creation takes a long time. It took only a few weeks to build the old Saint Hill org. That they did the same thing a few years later in Boston shows that it is not just I who can do it.

The difference between not doing it and doing it is simply having the purpose of doing it and then doing it!

There is refined tech, there are many more things to sell today, more ways to promote them, more books, more cassettes, films, a better org board, all the OEC volumes and even reference indexes to them. These did not exist then.

Every org, in every city or its area, can draw on countless numbers of raw public as well as a greatly enlarged Scientology public.

Today's org has riches neither old Saint Hill or Boston ever had -- and would have drooled over!

So let us put it this way: Are you and your org going to continue to struggle and flounder OR are you going to flourish and prosper?

The answer depends completely on whether individual execs and staff get their org above the make-break point or not.

That make-break point is roughly calculated at 5.4X EACH Gross Divisional Statistic and this means roughly 5.4X each Departmental stat.

Standard admin and standard tech will get any org there. One simply gets the vital slots of the org board filled and each post doing its own hat and the lines in and flowing and there it goes -- EXPANSION right up to and past the make-break point.

One cannot clear a planet with struggling orgs, too enmeshed in their own woes to look outward. One cannot bring about OT staffs with orgs who can't even establish HCO's and Quals. An org is a coordinated team and terminals with lines working together to achieve a common purpose.

And the purpose right now, the purpose of LRH ED 339R, is to get each org in the world expanded up to and beyond the make-break point.

At this moment of writing, the applied conditions formula -- save only where an affluence of a stat exists which then takes the Affluence Formula -- is EMERGENCY. And that formula is precise.

Oh yes, all the factors that can shrink an org are problems: outside interests that prey upon the org and seek to rip it off, a very widely out-ethics planet, economics being run by idiots in governments, people who interfere and tell you lies. Poof! All these factors were present in the days of old Saint Hill and Boston but it wasn't until those orgs themselves went out-ethics that they shrunk. Only then could outside influences affect them and prevent their own prosperity. Only this can prevent continued expansion.

There is at this time brand new corporate structure in International Management. Hard, experienced hands now newly have the helm. Some who were saying Management was poor were -- surprise! -- themselves the managers they criticized. They are no longer on post in such positions of power. The new team in both Management and Tech are old hands, smart and tough. A new day is dawning. They are stringing out their lines and YOUR ORG is at the other end of those lines. So have no fear that you will not get support.

From my observation now, there is no obstacle of any kind that stands in the way of any org's expansion if it will itself get its ethics in, follow the Emergency Formula and Affluence when it applies, use standard admin and standard tech and work together with the purpose to EXPAND!

It has everything to do with you as a staff member, a Scientologist AND an inhabitant of this planet. This is no rah-rah or pep talk. It is bitterly cold hard fact. Expand and make it into the future up the track. Don't expand and you won't. It is as simple as that.

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

Below that you struggle; above that you win.

I'm not asking for a birthday present. It would be very nice and I would love it. I'm really asking you to save your own future life. That would be the biggest present of all.

The International org structure of Scientology is the only structure which has persevered without faltering for three decades. All others have ebbed and vanished in time and cannot be depended upon in the future to get the job done. Field auditors, centers and even missions are totally dependent upon the orgs keeping going, remaining strong, expanding, being prosperous and flourishing. It is the orgs who straighten out the admin, the tech, who handle broad promotion, who majorly service the field. And anyone who infers otherwise has other fish to fry. It is the org staffs who are the professionals. It is the individual org and the International org structure that the field and, yes, the planet, depend upon. Any quick buck rip-off artist or activity will not be there when push comes to shove and neither will those who played footsies with them or ethics standards. The org structure is not only there now but will be in the future and so will be its loyal staffs.

That structure today is in good hands that mean business and is surging ahead full speed.

Although I am not managing you today, please hear me.

5.4X and expand your org!

Quick!



RON

L. RON HUBBARD
FOUNDER

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EXECUTIVE DIRECTIVE

LRH ED 339R INT

CANCELS LRH ED 339 INT

13 March 1982

Revised

30 July 1982

(Revisions not
in Script)

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

FROM: RON

SUBJECT: REVISION OF THE BIRTHDAY GAME 1982/83

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

HISTORY

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

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

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

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

EXTENT OF ORGS

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

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

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

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

The only question is: how fast?

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

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

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

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

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

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

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

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

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

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

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

INGREDIENTS OF EXPANSION

What does it take to make an org run?

1. ESTABLISHMENT. This also includes legal and defense, not just more hatted staff. This is Div 7 and HCO. And staff correction and enhancement in Qual.
2. BOOKS, CASSETTES. This is Div 2 and many other outlets including mail order.
3. MARKETING. This is Div 7, Div 2, anything that gets books, cassettes, services and products known to and in public and Scn field hands.
4. AN ACTIVE FIELD. This is Div 6, field auditors, missions, WISE, and any other activity outside the org including the furthest reaches of possible publics.
5. AN INFLUX OF PUBLIC. This is Div 6 in all its divisions and activities.
6. GROSS INCOME. Without money and an exchange with the society, you cannot operate at all. This includes the reges in Div 2, Div 6. It includes a continual keep up and work of Central Files and Addresso. It includes the Treasury Div—Div 3. And it is overseen by the FBO NW.
7. SERVICES. This means any and all services the org offers, major and minor. Without good and meaningful services to exchange, an org cannot long exist. Training and Processing have similar importance: you and the world need auditors who are trained. A processed person cannot go all the way without being trained.
8. QUALITY. Services anywhere in an org or field have to be kept up to high quality; otherwise you lose ground. And the quality of executive and staff member performance must be enhanced for expansion to occur. This is Div 5.
9. CALL IN. People must be called in for services fully or partially paid for, must be scheduled, recovered when fallen off lines and put into the pc chair or course rooms. This, in orgs, is the tech services department.
10. FILMS. For both training and public, films, properly used, can play a vital role. This is a visual communications age.

11. COORDINATION. An org or management body with all its different functions, with all its executives with different spheres of interest, as per the recent HCO PL 1 Jul 82 MANAGEMENT COORDINATION, must be smoothly coordinated. If not they impede one another. Coordination comes from the CO or ED and the Executive and Advisory Councils and in Divisional and staff meetings.

The above actions are VITAL FUNCTIONS of an org. (Actually they are vital functions in any service organization if it is to persist.)

At this moment there is a SENIOR EXEC STRATA COMMITTEE at Flag and it has an executive in charge of each one of those functions.

You have a seven division org board (actually nine as the public div is triple). These are the separate areas of specialized actions that it takes to run any organization. There is no conflict between these divisional and departmental specialities and the 11 functions listed above. The 11 necessities straddle across the divisions for more than one division is usually concerned with each one but in a different form of the activity. The activities of the Academies, HGCs, Div 6 public training and processing, Qual, the Public E/O and even the chaplain offer SERVICES but you certainly could not put all those in one division. So, as to SERVICES, one takes an overall view of the org board and at each point where public services is delivered, one has to make sure that SERVICE occurs.

It is similar with all the rest of those 11 points listed above. The Divisions DO them. The points above are what the overall org, via divisions, have to DO. It is one thing—and a vital one—to have divisions. It is another thing to ask, "What do they accomplish?" Well, the combined efforts of the divisions ACCOMPLISH the above 11 vital points.

And if they accomplish them well, the odds go out the roof that you'll have a cleared planet.

So all this has a lot to do with this birthday game.

THE GAME

This birthday game is 5.4X your 13 March 82 stats by 13 March 1983.

It is accomplished by quota'ing each quarter so that the org stats increase 2X the first quarter, 3X the second quarter, 4X in the third quarter and reach 5.4X in the final quarter.

As you are already on this game, all gains so far are credited.

The points system already in use and well liked is continued. This is covered in full in SOED 1926R INT PLAYING THE 1982/83 BIRTHDAY GAME!.

You can say, Aha, the game is not changed at all except Ron is writing the LRH ED.

True, true.

Yet not a complete statement.

For Ron is giving you some tips himself, personally, from that record of himself running orgs up to the moon with stats, SO THAT YOU CAN WIN THIS GAME!

Aha, some tips!

Yessir, some tips straight from the top jockey, to heck with what the horse said!

THE BIRTHDAY PROGRAM

1. THINK BIG. Where you thought of 1 student, 1 pc before, where you thought of 1 book, THINK OF 100! Go BIG THINK! A thetan only gets what he postulates, so postulate BIG!
2. THINK IN FUTURES. Stats record what you did yesterday and in the past. They were that way, if they were bad, because nobody thought of the FUTURE; and if they were good, it was because somebody thought of the future and made the stats respond. You CAN control stats and determine them, but only if you take today's stats and stretch them into the FUTURE and do the things you have to do in order to have SOARING future stats. They don't occur because of luck. Future stats are made by doing the things that will make them rise in the FUTURE. That future can be an hour away, tomorrow, next Thursday or the end of this quarter or 13 March 1983! That applies to every post, every section and every department, every division and the org AND the immediate FIELD! So right now, take every org stat you have and draw it forward through the end of each quarter to 5.4X what it was on 13 March 1982 to what it will be—or what it must be to win this game—on 13 March 1983. Aha! Now we know where we are going and can PLAN in every part of the org to reach those quotas. The Ad Council should do these, the EC should check it over. But very importantly, the Ad Council should put, with each stat, a PLAN and exactly how they are going to increase this stat, giving numerical values (how many reg interviews, bodies in the shop and all the rest of it) for each week of the future. With the EC's approval, these quotas can be mini-programmed and the targets actually DONE. And lo and behold, you'll make your 5.4X. Oh, it will take a lot of hustle to do it and, of course, pgms will be debugged and revised and added to. But the point is, in doing this target of the birthday program (which I am sure management will put out in an SO ED to accompany this to help you get it done), you will have begun to do Target One above: thinking big.

Now the next targets I am going to give you here may come as a surprise to you for it will seem to you that they violate or conflict with the nine division org bd. But the two fit together like a glove.

You have on post right now in management some riches I have been beating the drum to attain for three years. And here they are: you've got them! Yum, yum!

EACH ONE OF THE 11 POINTS I GAVE YOU ABOVE IS NOW COVERED BY AN INTERNATIONAL EXPERT ON THAT SUBJECT!

They are called the SENIOR EXECUTIVE STRATA and are in fact the specialist staff of ED INT.

There are some stellar stars on that list, many of whose names you know and trust.

They do not supplant the normal international management command lines of the international management organization at Flag to FOLOS and orgs.

They are there to help EACH POINT OF THE ECHELON FROM FLAG ON DOWN! They are there to PERSONALLY help every CO and EC and Division head, every staff member across the whole planet with solutions and programs for EACH of those 11 points. Yay!

I am sure they will personally make themselves known to you. But do not wait for that. Just put "Snr Exec for" ahead of any of those 11 points and despatch and telex away! If you even think you need help on any one of those points covered in the 11, you can have it. They are your consultants. They KNOW their business. They can tell you what is booming stats elsewhere on each of those subjects. They are impartial and won't favor your rival org. They are hounds for green on white policy and red on white tech so you can trust their answers won't be squirrel. They're all evaluators and can spot a why a mile off—or eight thousand in some of your areas.

They are AT YOUR SERVICE!

3. EXPANSION. It is upon expansion that victory depends. But how much expansion is EXPANSION? Well, to give you a hint, you all know how big and busy Saint Hill was in the mid-60's. Well, I ran it up from six staff to that in very short order indeed. It was the last org I ran directly as its ED. The bulk of policy in the OEC volumes is concerned with how and why sh became SAINT HILL! And later policy has only built on that and refined it to fit all. It was not magic: it was just know-how and EVERY staff member knowing and wearing his hat and doing his job. SPECTACULAR! Ask anybody who was there! (Oh, yes, you say, but SH had the new tech of the CLEARING Course. It was CLEARING people in droves. Haha, the laugh's on you: you've got EASIER CLEARING tech right this minute in a CLASS IV ORG!) So, be quiet and listen and no groans: I expect you, yes you, right down to Keokuk, to put an org there as statistically great as the mid-60's Saint Hill! It's not even an unreasonable request. The FSO, when I was coaching it, was much bigger than SH. So I have to conclude that you can at least make it up to Saint Hill Org size. So look around you as you read this: do you see anything as big as booming SH in the 60's? No? Well, the policy in your OEC volumes gives you the map. So follow them and MAKE THE SURROUNDS YOU JUST LOOKED AT AS ORG-BIG AS SH!

You've got big bonuses SH did not have: even easier tech, and the ADVICE AND DIRECTION OF THE SENIOR EXEC STRATA. Riches! And here is how you can use them:

4. Take a layout of a nine division org board for your org. Oh yes, you have one or can get one (if you haven't got one or not a complete one, that's a why right there for any struggles or failures to expand).

5. With EC and Ad Council, go over the 11 points above, like this: Take each one of those points in turn and mark its number on EVERY point on the nine division org board that is concerned with it. Don't leave out a single one of the 11 points and don't leave out ANY point of the org board which directly concerns that point. I leave it up to you to get all of the subjects in the list of 11 above to every point on the org board to which it applies. This is quite a game in itself and it's going to open your eyes. You're going to see your org is wasting pcs and students and public and GI like crazy! Every one of those points not covered in the org you have one way or another is keeping you SHRUNK! And you DON'T want that. So, oh, my! we haven't got an org, we've got a SIEVE! For these are the points losing you the birthday game like pumping, severed arteries. Including staff pay!

6. Now compare what you did in Target 2 above and change your futures programs for your stats as needed TO INCLUDE BEEFING UP THOSE POINTS!

See, I told you I would give you some top jockey tips. It'll pop your eyes when you do it.

But my oh my, you will say. Expansion takes a lot of bright ideas and everything. Well, those you don't furnish yourself, YOU CAN GET ADVICE ON ANY ONE OF THOSE POINTS ON YOUR ORG BOARD FROM THE SNR EXEC STRATA MEMBER RESPONSIBLE FOR THE SUBJECT. And I'll bet, right this minute, he's got programs he can zip to you that will send its stats out through the sky.

7. Get each one of the org points you spotted wearing its hats and doing its job and I guarantee it, your horse will come lickety split down the track to the big horseshoe wreath, the silver cup, the flashing lights of TV crews and the grinning, cheering, kissing girls! And they'll put your racing silks in the museum proudly labeled, "THE ORG THAT WON!"

Wait a minute, Ron. We appreciate those points and we sure want to win and we'll do it. But you got us worried. We're living on a time bomb. Confidentially don't you think I personally—this is just between us—should spend most of my time—personally I mean—getting to be Clear and OT? You see, if I'm on org staff, I can't get to an SH or AO or Flag and well, er,.....

I'm certainly glad you brought that up! Here we are, staffs all working like mad to clear everyone else, but what about the guys doing the job? In the first place, if you have a booming org and HATTED, WORKING STAFF, you'll soon have enough staff to have plenty of staff enhancement off hours and no need to moonlight. And every deserving staff member can make it up to Clear and Solo Part 1 if the org is really staffed and running.

Well...er...yes, Ron. But what about Solo Part 2 and OT? That's what it will take for us to really give you a hand on Target TWO.

Thought you'd caught me out, didn't you? Well, lean closer as I don't want even the horse to know this, but there is a plan in the wind that will get staff members up to the top of the Grade Chart right there in your own org.

WHAT? YOU MEAN I COULD MAKE OT RIGHT HERE IN MY OWN ORG?

Ssh, ssh, ssh! Don't yell so loud.

Oh, gee, I'm sorry. But the idea is so exciting, I couldn't keep from yelling. WHAT IS THE PLAN?

Quiet, quiet. This is not for public. It applies only to org staffs. Do you remember when the staff of every org in the world could get Power there for staff only?

Yes.

Good. But today, every org in the world is making clears, right?

Yes. Please, Ron, go on, this suspense is going to make me explode!

Be calm, be calm. If they are making clears, that ranks them with the old Saint Hill, doesn't it?

Well, yes. But that was a BIG ORG, Ron!

I know, I know. But with every staff member wearing his hat and doing his job, there is no reason whatever that your org could not be as big and busy as old Saint Hill at its peak!

Well, y-e-s-s. I suppose if we marketed and delivered and everything, it could be.

All right, this is the deal: I can use my influence to form up a Universe Corps.

A UNIVERSE CORPS?

Ssh, ssh. This is confidential. People are looking. Lean closer. The Universe Corps would consist of personnel—auditors and so on—who would go to an org and deliver Part 2 Solo and right on up the chart to OT for org staffs only. This is not for public. It's like the old Power Auditors who went around. It's staffs only.

HOLY SMOKE, RON. SEND THEM AROUND!

Hold it, hold it. Not so fast. This is the deal: if you and your staff made your org as big and busy as old Saint Hill and it was stably so—not just one peak—the Universe Corps could come in, set up business in your Qual Staff Section and start pushing the staff right on up to OT!

WOW!

Yes, it's wow! But a lot of this depends on you! Your staff would have to wear their hats and your org couldn't just become a staff clinic. They'd have to do their jobs as well as get their auditing. And it would be up to the org to have most of its staff clear before the Universe Corps would have anything to do. Your stats would have to be way up, the org as big as old Saint Hill at its prime. But if it were, then management could be prevailed upon to send in the Universe Corps and there you'd go—right up to OT!

WOW! WOW! WOW! I LOVE IT!

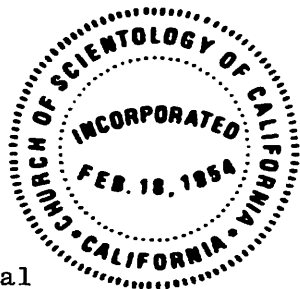
I thought you'd like it. That's where these Birthday Games are headed.

Gee, Ron, you just made target one of this program yourself. You got us THINKING BIG!

Well, good, thanks, three cheers and gosh! You're acked. Now get on with the REST of the targets with a vim! You'll have to excuse me now. I'm going up in the grandstand and watch this race. I sure hope that you win!

Much Love,

RON



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L. RON HUBBARD
FOUNDER
Adopted by the
CHURCH OF SCIENTOLOGY
INTERNATIONAL

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 338 INT

9 May 1981

31 YEARS AGO THIS MAY
A MESSAGE WAS GIVEN TO THIS PLACE.

A BOOK CALLED DIANETICS
STRUCK THE BLOW
THAT BLEW THE BARS
OF IGNORANCE AWAY.

BUT MEN
WHO WOULD OPPRESS
HAVE LABORED HARD TO RECONSTRUCT
THEIR BARRICADE.

FOR IF ALL MEN
WERE TO GO FREE
WHAT THEN WOULD JACKALS USE FOR PREY?

YOU HAVE A TRUST TO FORWARD ON
THE WORK THAT
WAS BEGUN
AND WITH THE TRAMP OF MANY FEET
STAMP WIDE THE PATH WE WON.

EACH YEAR THAT FLOWS BEHIND US FINDS
LESS FORCE IN THE DISMAY
THAT MET US THIRTY-ONE YEARS AGO
UPON THE NINTH OF MAY.

OH YES, WE'LL WIN FOR MANKIND YET
HIS RIGHT TO TRUTH, TRUE WEALTH
WHY LET HIM DIE?
WHEN HE CAN HAVE
DIANETICS AND MENTAL HEALTH?

IT'S UP TO YOU
TO SEE THAT MAN
CONTINUES ON HIS WAY.

DO ALL YOU CAN
MY FRIENDS TO SEE
THAT FREEDOM WINS THE DAY.



LOVE,

RON

L. RON HUBBARD
FOUNDER

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L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 326 INT

13 March 1981

TO: ALL STAFF—ALL ORGS
SO & SCN INCLUDING EU

FROM: RON

SUBJECT: BIRTHDAY GAME 1981/82

*** 1981/82 BIRTHDAY GAME ***

NOTE: This game supersedes
LRH ED 310 INT 1980/81 BIRTHDAY GAME.

1980 was indeed THE YEAR OF EXPANSION and the 1980/81 game was very successful. You all did very well—I am pleased. Thank you for your hard work. It has led us into a new game!

THE BIRTHDAY GAME FOR 1981/82 IS AN EXPANDING ORG THAT INCREASES THE ACCEPTANCE AND RECOGNITION OF SCIENTOLOGY IN THE COMMUNITY AS EVIDENCED BY STEADILY RISING GDS TRENDS THROUGHOUT THE WHOLE YEAR.

THE BIRTHDAY PRESENT I WISH TO HAVE FOR 13 MARCH 1982 IS THE CONTINUED EXPANSION AND WIDESPREAD ACCEPTANCE AND RECOGNITION OF SCIENTOLOGY IN EVERY COMMUNITY.

1981 IS THE YEAR OF WIDESPREAD ACCEPTANCE AND TOTAL RECOGNITION FOR SCIENTOLOGY!

This game is a follow-up from the 1980/81 game. It is played throughout the whole year until 13 March 1982.

The 1980/81 expansion helped to put us ahead and established the pace. Now, while maintaining all successful actions and continuing to Flourish and Prosper, the new game will help orgs to achieve an even greater EXPANSION and bring widespread ACCEPTANCE AND RECOGNITION of Scientology across the planet!

COMPETITION

In the 1981/82 game, divisions are in competition within each org, orgs are in competition to see which org can give the biggest birthday present and conts are in competition to see which continent gives the biggest birthday present overall!

PLAYING THE GAME

The way to earn widespread ACCEPTANCE and RECOGNITION of Scientology is to DELIVER the technology of Dianetics and Scientology in VOLUME and with 100% standard application.

Playing the 1981/82 game means expanding volume of delivery and ensuring flawless results every time.

It means getting every Scientologist revitalized and back on the Bridge and progressing up both sides of the Grade Chart.

To do this, the org has to work as a TEAM and bring about the TOTAL PARTICIPATION of the Scientology public and field.

The entire population of this planet is only around 4.2 billion. This includes Russia and densely populated China and the Far East.

I am told there are over TWO MILLION active Scientologists around the world today.

If each Scientologist contacted one person each month and got him active on the ROAD TO TOTAL FREEDOM, and each of these people did the same, within twelve months this would add up to over FOUR BILLION SCIENTOLOGISTS!

I figured this out the other day and realized that if you started a campaign of TOTAL PARTICIPATION and got all Scientologists active in making new Scientologists and going up both sides of the Grade Chart themselves, you could have a majority of the planet on the Bridge in less than a year! And Scientology would become a household word in every society, fully accepted and recognized everywhere.

And if each Scientologist moved up the Bridge through the Grade Chart and onto the OT levels and trained up as auditors, we would have a saner, more powerful planet than any in the history of the entire PHYSICAL UNIVERSE!

PROGRAM

This is your program for the 1981/82 Birthday Game.

It may be added to from time to time with other LRH EDs and campaigns from the Flag International Management Org.

1. Don't drop out anything that you have been doing that has been successful in raising stats and helping you to expand. Make a list of these and work out how you can strengthen them and improve them even further.
2. Continue to Flourish and Prosper even more.
3. Step up promotion to the public as never before. Get Scientology broadly advertised and make yourselves known and the services you offer made available to your entire community.
4. Get Dianetics and Scientology books sold in volume by FSMs, students, pcs, staff members, Scientologists and also in all public bookstores and outlets.
5. Start a campaign to get EVERY Scientologist in your area to get at least one person a month active in Scientology. (Note: By "active" is meant—the person is actively doing some Scientology activity i.e. selling books, on an intro service, on a paid Public Div service, FSMing, active in a field group or unit, receiving auditing or training, etc.)
6. Contact every Scientologist in your Central Files. Get them revitalized, enthused, and excited and made active. Get them back on the Bridge and signed up and started on services in your org or the local AO/SH.
7. Realize the need for trained auditors to handle the

floods of new public you will get on your lines and get training sold in volume and train up volumes of auditors who can audit. This is vital to making any progress in this game.

8. Move people up to the Advanced Orgs and St. Hills to complete their advanced courses and OT levels and to get further trained.
9. Make every Scientologist in your area into an FSM. Each person made a Scientologist in #5 above would also begin FSMing! Get them actively selecting and bringing old and new people into the org for services. Run FSM rallies and training courses and furnish them with FSM kits, books, and materials to make their job easy.
10. Orgs must continue to expand and build up to meet the heavy traffic volume and floods of public they will get on their lines in 1981/82. The divisional LRH EDs were specifically written to build orgs to keep pace with the expansion and it is vital that these LRH EDs get pushed through to a full done as high priority, using departmental mini programs, always (per Exec Series 20).
11. HCO and Qual Divisions need special attention in 1981. These divisions are essential to keeping the org established and corrected and making the staff more efficient. With a strong, effective HCO and Qual, orgs can continue to Flourish and Prosper while meeting the increased demands for volume delivery in the new game. HCOs and Quals must be beefed up and made fully operational.
12. DELIVER; DELIVER; DELIVER 100% STANDARD TECH to FULL EP on every public person so they rave about the standardness of the results and continue on up BOTH sides of the Bridge. Your best promotion is good word of mouth!
13. Continue to expand with FIELD EXPANSION. Encourage and generate GROUPS, CITY OFFICES, and FIELD UNITS in your area that reach out and contact the public in droves and who select and send in floods of new people to your org for further services.
14. Set up standard staff training courses and staff co-audits outside production hours and get staff hatted and trained and moving up the Bridge.
15. Remember that the keynote to handling any antagonistic element is to FLOURISH and PROSPER. Realize that there is no more deadly way to get even with a suppressive or an antagonistic person or a downgrading society than by FLOURISHING AND PROSPERING. Also remember that if, while reading this or while doing this, it occurred to you that if you did, the suppressive would simply attack harder, or that you had better be careful, then let me remind you that people who have that reservation are a bit or a great deal under suppression and need to get the matter handled swiftly with PTS tech. This datum was given to you in RJ 31 LRH ED 307 INT of 1 Dec AD29 and look what happened to the international stats as a result. They have skyrocketed as never before in the entire history of our forward progress!

BIRTHDAY GAME POINTS

To play the 1981/82 Birthday Game, the whole org has to function as a tough team.

It requires every staff member pulling his weight and wearing his hat, servicing the public in increasing volume.

And this will show up in the org's GDSes as these reflect the overall org's production as a team.

Because the system for counting Birthday Game points in the last game was so popular and liked by orgs, the same system is being used and points are given for the condition of each division based on the GDSes.

However, in playing the 1981/82 Birthday Game and bringing about Expansion with Acceptance and Recognition, it often takes more than a week to get actual products on these lines and so the Birthday Game points are assigned on THREE-WEEK TRENDS of the org GDSes. This does not change any policy on execs managing their orgs on a one-week trend and they must continue to do so. The three-week trend is used to calculate Birthday Game points by condition.

A three-week trend count also gives orgs who are making steady and consistent progress in the 1981/82 Birthday Game a chance to show how well they are playing the game.

The points earned on a three-week trend are earned at the end of each week, starting on week ending 19 March 1981.

The system for counting the Birthday Points for divisions is as follows:

Using HCO PL 9 Nov 79 HOW TO CORRECTLY DETERMINE A STAT TREND, work out the condition of the div on a 3-week trend. Birthday points are counted as they were for the last game:

FOR EACH ORG DIVISION IN NORMAL ON 3-WEEK TREND = 1 POINT
 FOR EACH ORG DIVISION IN AFFLUENCE ON 3-WEEK TREND = 3 POINTS
 FOR EACH ORG DIVISION IN POWER ON 3-WEEK TREND = 6 POINTS

The points earned by each division are added up and this gives the total Birthday points earned by the org for that week. This is done at the end of every week.

CLASS IV ORGS "BRIDGE BOOM" BONUS POINTS

Class IV Orgs earn bonus Birthday Game points for getting the public completed on org lines and for moving them up to higher orgs for further training and processing services.

In addition to the points counted for 3-week trends of the org GDSes each week, Class IV Orgs can add the following BRIDGE BOOM Birthday Game points to their weekly point total:

FOR EACH CERTIFIED NED AUDITOR WHO COMPLETES THAT WEEK = 2 POINTS
 FOR EACH CERTIFIED CLASS IV WHO COMPLETES THAT WEEK = 4 POINTS
 FOR EACH PC WHO COMPLETES NED THAT WEEK = 1 POINT
 FOR EACH PC WHO COMPLETES EXPANDED GRADE IV THAT WEEK = 2 POINTS
 FOR EACH CLEAR MADE THAT WEEK = 1 POINT

(The above applies to Fully Paid public only.)

FOR EACH PUBLIC PERSON WHO HAS COMPLETED THE TRAINING SERVICES AT THAT ORG AND IS SENT TO AN AO OR SH OR TO FLAG FOR HIGHER LEVEL TRAINING, WHO PAYS IN FULL, ARRIVES AT THAT HIGHER ORG, AND STARTS THE TRAINING SERVICE.....2 POINTS. (Points are counted when the person actually starts the service.)

FOR EACH PUBLIC PERSON WHO HAS COMPLETED THE PROCESSING SERVICES AT THAT ORG AND IS SENT TO AN AO OR SH OR FLAG FOR FURTHER PROCESSING SERVICES (CLEARING, POWER, OT LEVELS, NOTS, ETC.) AND WHO PAYS IN FULL, ARRIVES AT THAT HIGHER ORG AND STARTS THE PROCESSING SERVICE.....1 POINT. (Point is counted when the person actually starts the service.)

SAMPLE COMPUTATION

EXAMPLE (ON A THREE-WEEK TREND):

HCO GDSes average is NORMAL	= 1 point
Div 2 GDSes average is EMERGENCY	= 0 points
Div 3 GDSes average is NORMAL	= 1 point
Div 4 GDSes average is AFFLUENCE	= 3 points
Div 5 GDSes average is POWER	= 6 points
Div 6A GDSes average is AFFLUENCE	= 3 points
Div 6B GDSes average is NORMAL	= 1 point
Div 6C GDSes average is POWER	= 6 points
Div 7 is in NORMAL	= 1 point
Special Auditor Training Points in NORMAL	= 1 point
Bridge Boom Bonus Points for the week	= <u>20 points</u>
TOTAL	= 43 points

The total Birthday Game points earned for that week-ending is 43.

As you can see, the GDSes of each division have their condition worked out by three-week trend and then the conditions are averaged so you have one final condition for each division.

S.O. ORGS

This Birthday Game also applies to Sea Org Orgs, but they are not in competition with Class IV Orgs. S.O. Orgs are in competition with other S.O. Orgs in the 1981/82 Birthday Game.

S.O. Orgs with more than one Div 4 (AOSH UK, AOSH EU & AF, AOLAs, etc.) must average out their Div 4 GDSes as per the example given for Class IV Orgs to get the average divisional condition on three-week trends. This gives the other S.O. Orgs with only one Div 4 an equal chance to win the game.

SEA ORG ORGS AND THE BRIDGE

SHs are responsible for ensuring that Class IV Orgs audit the public through all the lower grades and processes of the Grade Chart to full EP so that the public move on up the Bridge to the SH and AO.

AOs are also responsible for reaching down to the Scientology orgs and pulling public up the Bridge through the Grade Chart and onto advanced courses.

Saint Hills are responsible for ensuring that Scientology orgs train up volumes of public on the academy levels through Class IV who then move up to the SH for the SHSBC and further training services.

To reward the S.O. Orgs for their Bridge Control actions in the 1981/82 Birthday Game, special bonus points can be earned each week.

These bonus points are as follows:

NOTE: AOSHes have the advantage of being able to earn points for both SH and AO services so they get proportionately fewer bonus points on each Bridge Control action to make the game fair amongst the S.O. Orgs.

SAINT HILLS/AOSHes:

FOR EACH CLASS IV AUDITOR WHO IS PULLED UP FROM A CLASS IV ORG, WHO PAYS IN FULL, SIGNS UP AND STARTS THE SHSBC AT THE SH (COUNTED THE WEEK THE PERSON STARTS THE COURSE):

SH.....2 POINTS AOSH.....1 POINT

FOR EACH FULL CLASS VI SHSBC GRADUATE WHO COMPLETES THE SHSBC LEVEL F THAT WEEK:

SH.....5 POINTS AOSH.....3 POINTS

FOR EACH FULLY PAID CLASS VIII AUDITOR COMPLETION WHO COMPLETES THE CLASS VIII COURSE AND GRADUATES THAT WEEK:

SH.....6 POINTS AOSH.....4 POINTS

ADVANCED ORGS/AOSHes:

FOR EACH PUBLIC PERSON WHO HAS BEEN COMPLETED ON ALL THE PREREQUISITES FOR THE HUBBARD SOLO AUDITOR COURSE AS LISTED IN THE "BRIDGE TO A NEW WORLD" GRADE CHART, AT A CLASS IV ORG (OR, IN THE CASE OF POWER PROCESSING, AT THE SH), AND WHO IS PULLED UP TO THE ADVANCED ORG, PAYS IN FULL AND STARTS ANY ONE OF THE FOLLOWING: HUBBARD SOLO AUDITOR COURSE; CLEARING COURSE OR OT I FOR THE FIRST TIME AT THE AO (COUNTED THE FIRST TIME THE PERSON STARTS AT THE AO ONLY AND COUNTED THE WEEK THAT THE PERSON STARTS):

AO.....2 POINTS AOSH.....1 POINT

FOR EACH FULLY PAID PUBLIC PERSON WHO ATTAINS THE STATE OF CLEAR THROUGH SOLO AUDITING ON AO LINES:

AO.....2 POINTS AOSH.....1 POINT

FOR EACH FULLY PAID PUBLIC PERSON WHO ATTAINS THE STATE OF FULL OT VII THROUGH SOLO AUDITING ON THE AO LINES:

AO.....5 POINTS AOSH.....3 POINTS

FOR EACH PERSON COMPLETED ON FULL OT VII AND COMPLETED ON AUDITED NOTS WHO IS THEN SENT TO FLAG FOR THE SOLO NOTS COURSE (COUNTED THE WEEK THE PERSON STARTS THE SOLO NOTS COURSE AT FLAG):

AO.....5 POINTS AOSH.....3 POINTS

CCLA:

CCLA GETS THE SAME BONUS POINTS FOR BRIDGE BOOM AS CLASS IV ORGS DO.

FOLOs

FOLOs are included in the Birthday Game. They do not count up the total points earned by the orgs individually in their continents but use the cont GDSes to average out the divisional conditions and earn Birthday Game Points on the same scale as orgs do, but on the total cont stats. They also work them out on a three-week trend as orgs do.

In addition, FOLOs get bonus Birthday Game points for expansion of Dianetics and Scientology in their continents with:

10 Bonus Points for a new org that is approved on standard lines, which opens and starts servicing the public in their cont.

5 Bonus Points for a new mission that opens and starts servicing the public in their cont.

3 Bonus Points for a city office that opens and starts servicing the public in their cont.

FSO

The FSO is not included in the competition but has a divisional competition and the division in the FSO which wins in 1982 will be given a special award.

BIRTHDAY GAME COMPETITION I/C

The Birthday Game Competition I/C at Flag is responsible for publishing the results each week and quarter end of the winning org and top continent in the game. He is also responsible for seeing to the continuation of the program and to the issuance of fair awards.

The Deputy Birthday Competition I/C at each FOLO is responsible for seeing that the game points earned by the orgs are collected up at the end of each week, are verified, and are reported swiftly to the Birthday Game I/C at Flag. He is responsible for ensuring that the Birthday Game points reported are honest and accurate.

WEEKLY & QUARTERLY ANNOUNCEMENTS

Each org is to keep a record of the Birthday Game points earned and see that these are reported to the Deputy Birthday Game Competition I/C at its FOLO for relay to Flag.

The Deputy Birthday Game Competition I/C at the FOLO is to make weekly announcements through telex lines, newsletters, etc. of which division and which org is the winner in his continent for that week.

The Quarterly Game winners are handled by the Flag Birthday

Game Competition I/C as it signifies a major step toward the end of the whole game.

Any matter of dispute that cannot be locally resolved or resolved by the Flag Birthday Competition I/C should be sent for adjudication to the HCO Board of Review at the Flag International Management Org.

INTER-DIVISIONAL COMPETITION

In this game, orgs should set up their own inter-divisional games to see which is the best division, as this was a very successful action of last year's game.

BIRTHDAY GAME WINNERS AWARDS

At the end of each quarter as well as at the end of the whole 1981/82 Birthday Game on 13 Mar 82, the winning division, C1 IV Org, S.O. Org and the top FOLO that have the most Birthday Game points will each receive an award! Flag Birthday Game Competition I/C is responsible for surveying for the most-wanted awards for Quarterly Winners and the 1982 Grand Champion. They should be even more spectacular than last year's!

SUMMARY

We are about to enter a New Era for Dianetics and Scientology.

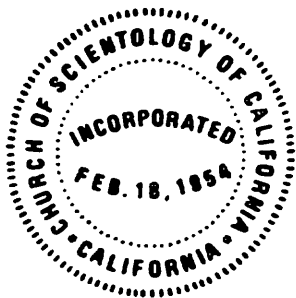
The 1980/81 Birthday Game was a great success and an expansion boom has been generated that has set a new pace.

In this new game, we are going to push this over into a widespread ACCEPTANCE and total RECOGNITION and move the expansion boom up into an even higher bracket.

You are quite capable of bringing this about. It is in YOUR HANDS to do so.

Remember that the birthday present I want is THE CONTINUED EXPANSION AND WIDESPREAD ACCEPTANCE AND RECOGNITION OF SCIENTOLOGY IN EVERY COMMUNITY.

Let's make this the GREATEST GAME EVER!



Love,
RON

L. RON HUBBARD
FOUNDER

For and Accepted by the

BOARD OF DIRECTORS
of the
CHURCH OF SCIENTOLOGY
of CALIFORNIA

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L. Ron Hubbard

RON'S JOURNAL

RON'S JOURNAL 33

Holidays A.D. 31/32

BPI

RON'S JOURNAL 33

Hello.

Well, we seem to have lived through it.

And now we can look forward to a bright new future.

Scientology will be around for a long, long time.

Expansion has been occurring. And not just inside what is called the Western World. I have looked at Russia, India, China, Japan and Pakistan as well as some other lands and Scientology is reaching there.

Throughout the world, two developments I completed and released are proving, in the last year, very popular.

One is the non-religious moral code I talked to you about in the last Ron's Journal, "The Way To Happiness." It is going like wildfire. It is being translated into many, many other languages. The Spanish, German, Italian, French and U.S. editions are already in their second printings. The little booklet is soaring up toward three million copies distributed. The success stories are rolling in, rave notices, almost one for one.

What we have here is a grass-roots revolution spreading far beyond the perimeters of organizations. The potential, all by itself, is an uplift in the decency and integrity of Man.

The editions are published in packs by Regent House, Ltd. 1770 North Vermont Avenue, Suite 118, Los Angeles, California, 90027, or P.O. Box 29903, Los Angeles, CA 90029.

Amazingly, all sorts of government officials have endorsed it and ordered more copies. It's a winner even with governments!

There was another development that is now going like a tidal wave. It is the new "Success Through Communication Course."

For many, many years orgs taught a Comm Course for the public. Unfortunately that course, the old HAS hard TRs course was designed for professional auditors. It is a very good and vitally necessary course but, for the public, is pretty rugged. So actually the orgs lacked a Comm Course at public level. Accordingly I worked on this and developed new communication drills that were aimed at general public communication needs. This became the "Success Through Communication Course."

In the pilots, 99% of the raw public who took this course went right on in to Scientology, an incredible statistic. Their success stories were raves.

So you--yes, you, my friend--have a gift that YOU can give to the world.

Across the planet, old social values have been broken. New moral values have not replaced them. The world of cultural dignity today is in a state of disintegration. The ties that held men together as Mankind and made them honorable have been sundered by an onslaught of false materialism. The worship of the atom has replaced the prayers to God.

What will men do when they believe that they are only mud? Taught to believe he is but a beast, he is now becoming convinced that he is the helpless victim of his own passions.

Almost lost is one of Man's finest intellectual abilities: to live with dignity and honor.

The priests of the holy test tube and computer thunder out even at the little children in schools that they are by nature as depraved as rats. The psychologists explain to governments that it is only natural that there is crime.

So the gift that you can give now is needed as the desert needs water.

With "The Way To Happiness" you can, factually, change all this. All you have to do is keep that booklet flowing in the society. Like gentle oil spread upon the raging sea, the calm will flow outward and outward.

And right along with that, you have the "Success Through Communication Course" that teaches men to talk to one another. It puts the world of men into communication with men.

And on that communication channel can also flow "The Way To Happiness."

So the gift that you personally can give has the potential of changing this whole civilization in every land.

Men can talk to one another and give each other a way to happiness.

It is not just a dream. Not just the pilots, but the delivery shows that these tools work and that they can produce profound, far-reaching effects.

You have it in your hands right now the gift you can give to others.

And, by giving it, you can change the entire society.

If people were put in communication with one another and could give each other a way to happiness, yes, the world would change. Think what would occur if people became decent to one another again!

Are you willing that men should be able to talk to one another and lead decent and happy lives?

All right. You, you personally, can DO something about the way things are!

Just agree it is your gift to give. And give it. In addition to pushing it to your friends and those you meet, you can even get police departments and banks to hand and mail out "The Way To Happiness." You can even get whole company staffs on the "Success Through Communication Course."

And in doing so you are giving to the world a bright future, not just for us but for everyone.

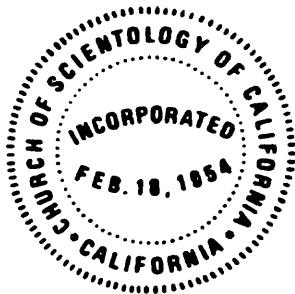
So happy New Year, my friend, and many, many happy new years that will come.

Love,
RON

L. RON HUBBARD
FOUNDER

Accepted by the

BOARD OF DIRECTORS
of the
CHURCH OF SCIENTOLOGY
INTERNATIONAL



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L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 321 INT

25 December 1980

BPI

RON'S JOURNAL 32

YEAR A.D. 30/31

1980 draws to a close and we enter 1981. I just wanted to say "hello". They say a man is known by the high quality of his friends. So I must be very well known. I think I am very fortunate to have such a friend as you.

One owes a friend some accounting of himself. You may be wondering what I've been up to lately. Would you like to know?

I am as well as can be expected for anyone several trillion years old. I'm not doing any motorcycling nor much driving. I miss the good old days of sailing around in the Apollo. Sitting on a mountain top looking at the distant sea is no substitute for being on it.

Well, despite all the travel posters that say that what everyone needs is a vacation, I haven't succumbed to that. I have been fairly busy, actually.

In the technical area, early in 1980, as you know, the Purification Rundown was released and then the rundown with objectives and all to finish it off was issued.

Some additional work was done on NOTs.

A couple of other low level research actions were being readied for issue -- one of them was in the field of word clearing and involved Grammar. I also wrote 15 movie scripts in 1980, completing the tech movie series.

All in all, it has been a progressive year in the field of tech development and issue.

Toward the end of summer I had a little spare time on my hands -- quite unusual, I assure you -- and I did something I haven't done for quite a while. I wrote a science fiction novel!

Actually, I was a bit disgusted with the way the psychologists and brain surgeons mess people up, so I wrote a fiction story based in part on the consequences that could occur if the shrinks continued to do it.

It's pure science fiction, really just good fun. It turned out as what may be the largest science fiction novel ever written. It is 438,800 words. I don't recall any that are bigger than that. The usual novel is only about 120,000 words. It's very fast action. Its working title is "Man: The Endangered Species".

I wrote it for another reason, too. In the autumn of 1980 I celebrated a half century as a professional writer -- 1930 to 1980.

It was interesting to me that my writing speed was a bit higher today than it was back in my hey-day as a professional in the 30s.

Anyway, the novel is on its way to the publishers -- it's for the general public and in some months should be on the bookstands.

After I finished amusing myself with the novel, I got myself by the scruff of the neck and got back to more serious work.

As you know, I have never written much about behavior and ideal human conduct.

Reading the papers and wandering around in the society, it was pretty obvious that honesty and truth were not being held up to the standards they once had. People and even little kids in schools have gotten the idea that high moral standards are a thing of the past.

Man has in his hands today a lot of violent weapons. He doesn't have the moral standards to go with them.

Looking around, it seemed to me that any troubles or upsets you may be having are coming from the fact that the government and a lot of the public and the media were pretty immoral. The truth just isn't in them.

So I wondered if we could do anything about this. And I found something astonishing: apparently there has never been a moral code based on common sense. In the past, philosophers did not have any basic principle to use to really work one out. We did. So I put together a booklet on how to increase one's survival potential.

Now, at first glance, this may not seem like much. But actually, it's quite a situation: the materialistic psychologist and psychiatrist and their employer, the government, have knocked out the religious influences that used to be in the society. Good or bad, those influences were the only moral standards. It's even against the law to teach kids to tell the truth and not murder the teacher in schools. Fact. The U.S. Supreme Court made the State of Kentucky take down the posted Ten Commandments.

Well, I never gave any of this much of a thought before. But it is quite an operation that's going on.

So I got an idea: what if one were to put out a non-religious moral code? One that appealed to the public. One that would be popular and could be kept. One that would increase the survival potential of the individual amongst his fellows. And one the general public itself would pass on. So I worked one out.

I wrote a booklet, very cheap to print, for the man in the street.

It isn't a church publication. It is not religious. It is called "The Way to Happiness". It can be handed out by the orgs, of course, but it's really designed to be handed around by the cops and the banks -- and they'll do it to help themselves.

I looked over the troubles you might be having and the fact is, they come mainly from government and media and public lies. So, even if it takes a while, I could at least do this about it: start a grass roots campaign and fad, not amongst you but amongst the general public.

I also did a brand new rundown to go along with the book. It will probably be available in Class IV Orgs and others. It is called the "Happiness Rundown". It is based on the book even though the book itself will be out in the general public. It can be done before or after the Class IV Grades. It probably follows the objective drug clean up. It's quite long as a rundown and should keep the Class IV Orgs busy.

The book is all finished now and is on its way to being printed and marketed and distributed. I think when you read it you will agree that it has a potential to change public think. Actually, that is the real business we are in.

This is a pretty barbaric society. We have new tech. We know what we are doing. And we are, little by little and person by person, changing this society for the better.

Somebody used to keep a record of the things in Scientology that were being picked up by the society at large and used. Most of the time they don't give credit. But the items exist. In the past thirty years it has become an impressive list. Currently even the psychologists are busy reporting coming back to life after being dead.

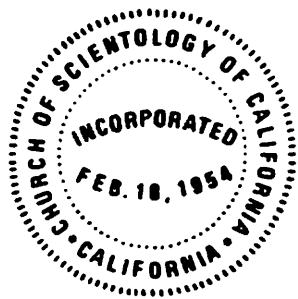
We are having an effect upon the societies of the world.

And that's why I admire you. You are in there pitching, doing your jobs. I know it is sometimes rough. I feel for you. But above all, in the midst of a failing society, you are making your weight felt.

I am very glad that you are there. I am glad you are my friend.

Good luck in this year that is coming. It is a year that is in your hands. I have every confidence you will do well in it. The future is ours.

L. RON HUBBARD
FOUNDER



LRH:nc

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 310 INT

5 January 1980

TO: ALL STAFF - ALL ORGS
SO & SCN INCLUDING EU

FROM: RON

RE: BIRTHDAY GAME 1980/81

1980/81 BIRTHDAY GAME

NOTE: This game supersedes LRH ED 293R 79-80 BIRTHDAY GAME. Since LRH ED 293R is so effective it is now firm policy and the contents of it are being issued as a policy letter which is to be maintained as a standard org CO/ED tool.

THE BIRTHDAY GAME FOR 13 MARCH 1980 IS TO HAVE EACH ORG DIVISION SET UP TO EXPAND AND THEN EXPANDING AS EVIDENCED BY RISING GDSes (IN NORMAL OR ABOVE) THROUGHOUT THE WHOLE YEAR.

THE BIRTHDAY GAME FOR 13 MARCH 1981 IS TO HAVE 10 TIMES ALL ORGS' GDSes BASED ON 3 JAN 1980 STATS.

THE BIRTHDAY PRESENTS I WISH TO HAVE BY 13 MARCH 1980 ARE FLOURISHING AND PROSPERING INDIVIDUAL ORG DIVISIONS SET UP TO EXPAND AND EXPANDING.

THE BIRTHDAY PRESENT I WISH TO HAVE BY 13 MARCH 81 IS A 10X EXPANDED ORG.

1980 IS THE YEAR OF EXPANSION!

We are already well on the road to handling this society by handling the single most suppressive element in it which is drugs. Many staff have also started the Purification Rundown and there have been rave successes from it. This opens the door wide to full application of Scientology processing and training and know-how to your area.

GAME

This is a game where everybody wins! It is a follow-up from Ron's Journal 31 and it will give you the wherewithal to make 1980 "The Year of Expansion" and for your org to flourish and prosper throughout 1980 and 81.

COMPETITION

This game will last throughout the year. It consists of a system where each division within an org is in competition to be the most expanding and productive division. They are to compete to see who can give the biggest birthday present for March 1980 and then a birthday present of 10X, 3 Jan 80 stats for March

All Org Exec Councils and Div Heads are to review their GDSes for each division for the W/E 3 Jan 1980 and work out what their 10X targets would be. Then each division is to set up these targets in their area and with the use of mini-programs per LRH ED 293R work out how these targets will be achieved by 13 March 1981.

A system is hereby implemented that measures the rate of expansion of each division. It will be determined by the overall condition of the division, based on Divisional GDSes for the week.

A point system is worked out as follows:

For a Div in Normal for that week it is 1 point.

For a Div in Affluence for that week it is 3 points.

For a Div in Power for that week it is 6 points.

The division with the highest points is the winner for that week. The division with the highest total points (cumulative points) by March 13, 1980, is the most expanded and producing div and the winner for that org.

The org with the most points gained by Total Divisional Points is the winner for the Cont for that week.

The Cont with the most Divisional Game Points is the world winner for that week.

The division which received the largest points by 13 March 1980, the org which gained the most Total Divisional Points by 13 March 1980 and the Cont which attains the most Total Divisional Points by 13 March 1980 will each receive a plaque to acknowledge that they have given the biggest birthday present.

This system does not stop after 13 March 80 but continues throughout the year and is a good measurement of overall expansion to see what division is in the lead to achieve its 10Xs target by March 81.

Week by week contest results will be issued by Flag.

On 13 Mar 1981, it will be decided which is the Champion Division, Champion Org and Champion Cont and each of these will receive a World Cup attesting that they gave the biggest birthday present for 13 March 81 and are the Champions of the World.

SEA ORG ORGS

This game applies to SO Orgs but they are not in competition with Scientology Orgs. They are in competition with other SO Orgs and special plaques for 13 March 1980 for the best div and best SO Org will be awarded.

A Sea Org World Cup for the Champion SO Org of the World will be awarded on 13 March 1981.

The FSO is not included in the competition but is included within itself on the divisional competition and that division in the FSO which wins in 1980 and wins in 1981 will be given special awards.

BIRTHDAY COMPETITION I/C

A Birthday Competition I/C is appointed at Flag and will gather and publish the results each week and will see to the continuation of the program and fair award.

Each FOLO should appoint a Deputy Birthday Competition I/C to handle the competition for that Cont and report to Birthday Competition I/C Flag.

WEEKLY ANNOUNCEMENTS

The ED should announce to his org the winning division for each week as soon as it is known each week.

The ED is to keep a posted chart which clearly shows the status of each division each week in terms of number of points.

All matters of dispute which cannot be locally resolved should be sent for adjudication to the HCO Board of Review IHQ Flag.

Each org is to keep a record of this and report both the weekly and cumulative figures to the FOLO each week.

SAMPLE COMPUTATION

Example:

HCO is in Normal	= 1 point.
Div 2 is in Emergency	= 0 points.
Div 3 is in Normal	= 1 point.
Div 4 is in Affluence	= 3 points.
Div 5 is in Power	= 6 points.
Div 6 is in Affluence	= 3 points.
Div 7 is in Normal	= 1 point.

The winning division is Division 5. The total points for the org (or cont) is 15.

The Birthday Competition I/C in the FOLO is to make weekly announcements to the orgs based on reports received on the top org each week.

The Birthday Competition I/C is to issue the pertinent data each week showing which cont, which org and which divs are in the lead.

All such announcements are based on points.

This game as laid out will allow everyone to win because each division, each org and each continent will set itself up to expand, and expand throughout this year and the next. This will be evidenced by rising GDSes, in both orgs and continents. It will also back up our international boom.

HOW TO ACCOMPLISH THIS

LRH ED 293R 79-80 BIRTHDAY GAME is being issued as a policy letter. It has been so successful that it is being issued as policy in order to preserve it and continue its use.

Mini-programs should continue to be used heavily in the setting up and increasing of production for each division and org. These mini-programs are very successful and boomed the org where implemented.

Evals on every division are currently being done and I am writing LRH EDs based on these to give you a program that will assist in this game. These are coming out rapidly but don't wait for them. Get going now!

You should not just specialize in the Purification Rundown. It is only a way to get the door open with broad application of Scientology in all areas. You must go right on pushing what you normally push and selling and delivering what you normally sell and deliver.

Every division has its own tech and has its own role in the expansion of an org and Scientology. Your tools in this are in the OEC and Management Volumes as well as the HCOB Technical Volumes. And 293R has proven itself to be a very excellent tool.

You now have the Purification Rundown. All staff should be gotten through this as it will greatly assist in the running of this game. Staff members are very valuable and I want to ensure they are preserved and well taken care of.

You have another very good tool in the form of debug tech, as covered in HCO PL 23 Aug 79 I DEBUG TECH and HCO PL 23 Aug 79 II DEBUG TECH CHECKLIST. This is an invaluable tool in debugging any area you are having trouble with.

Already in existence are many programs and Mults which you are currently working on to handle various situations in your orgs. These are to be continued. From time to time others will be issued and it's up to you to handle whatever situations necessary in your org or cont to establish it and get it producing so that you do in fact achieve an expanded org and cont.

SUMMARY

This game will set up your divisions, orgs and conts so that they flourish and prosper throughout this year and the next. Remember, you're not just setting up Ron's Birthday, you're setting up Ron's Year. The birthday presents are divisions, orgs and conts that are set up and roaring by 13 March 1980 and will flourish and prosper for the remainder of the year and that do achieve their 10X target in 1981 and so achieve an even bigger present for 13 March 1981.

The biggest birthday present for 1980/81 is an EXPANDED YEAR!

Go to it and good luck!

Love,

RON

L. RON HUBBARD
FOUNDER



LRH:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 307 INT

1 December AD29

To: ALL STAFF
ALL PUBLIC
AUDITOR MAG
ORG MAGS
CENTRAL FILES
INFO PACKS

From: RON

RON'S JOURNAL 31

1980 - THE YEAR OF EXPANSION

Hello.

I want to let you in on what's going on.

For some time now, big plans and actions for 1980 have been going forward swiftly. The preliminary work is completed and rapid execution is already occurring. Big things are in progress.

THE SOCIAL ORDER

You may have noticed that society is rapidly going downhill. Inflation, lack of fuel and even war cast deep shadows over the world. And the most serious part of this is that drugs, both medical and street drugs, have disabled a majority of those who could have handled it, including the political leaders, and have even paralyzed the coming generations.

Without us, these societies have passed the point of no return.

It is up to us to bail ourselves out and rise above this scene and get the show on the road.

And many people are doing many things right this minute to accomplish this.

MANAGEMENT OVERHAUL

Increased activity requires increased management.

Positioned above existing Flag Management orgs, a new Executive Strata is being formed on Flag called the International Management Committee. These executives are individually responsible for each of the standard functions which make organizations really operate and expand.

The Guardian Office has achieved the support of two new management committees: the Controller Committee and the Guardian Committee, formed to assist the Controller and Guardian.

None of this reorganization changes any existing terminals, lines or issues. It just makes certain the job gets done expertly and smoothly and that full management does occur.

The Flag Operations Liaison Offices on every continent are getting full attention and back-up.

At org level, the new post of Service Product Officer is going in smoothly to make sure that good and plentiful service occurs.

NEW QUARTERS

Many orgs have obtained new and larger quarters. And those who have not yet done so are being pushed up.

The property holdings of C of S over the world have more than quadrupled in recent months.

NEW ORGANIZATIONS

The Scientology Missions International (SMI) is being launched to start new churches in major cities of the world. Based at Worldwide, SMI is just now gearing up. This does not change the existing Mission Network over the world or individual missions at this time. But it certainly expands the number of churches. The public demand is there and is being met.

ORG HANDLINGS

The top most management of the Church is right this minute engaged in overhauling and polishing up every org in the world, one by one, with special missions. In the near future, every org in the U.S. will have been done. Then every non-U.S. org will be begun upon.

Incredible results have been occurring as a result of these handlings. The public has been enormously enthusiastic about the bettered service and org improvements.

THE AMNESTY

Some years ago all ethics handlings were turned over to orgs for their own determinism. Approval of such handlings was no longer required of an International Justice Chief. This did not work out. Heavy and often unjust actions were taken locally which disrupted orgs.

To handle this, LRH EDs 305R and 305-1 were issued. These granted an amnesty to anyone who was ever in an org or in Scientology. There has been a huge response from all over the world on this and ex-staff and many public have gotten back on lines. A new International Justice Chief has been appointed and any intended heavy justice actions have to be approved by him after his investigation before they can be done. This is a welcome protection to staff and public.

ORG WELFARE

A great deal of planning and care are going into staff welfare. The goal is to make orgs far more attractive to work in and obtain service from.

Inflation outstripped org prices by 10X and it became almost impossible to deliver books or services. This also reduced service quality. But more than that, the staffs themselves became penalized with low pay. Orgs are gradually catching up with this. And now there is a new staff pay system going in which will eventually increase org pay to a viable range.

There are also plans in the making for 1980 to make it possible for org staffs to get on up the Bridge.

All this will result in far better in-tech service for the public all the way.

We did not cause inflation but inflation very nearly put an end to books, orgs and staffs! And so management was forced by circumstances to handle it and now it is coming right and books, orgs and staffs can go on.

Factually, because training and processing results are enormously faster today, training and processing are actually, by result, cheaper! They more than made up in speed what they increased in cost.

POPULARITY

Public book sales are booming. That is always the top indicator of popularity increase.

The book WHAT IS SCIENTOLOGY? is showing the public what Scientology is all about and avalanches of success stories show that people are using it in their lives.

Department 17 public services are being well attended where available. Org book seminars are doing well. The HAS Co-Audit and Group Processing remain popular and now new Department 17 services are being put together and will soon be made available to the public.

All indicators show increased public interest. (How depressing this must be to suppressive persons and groups.)

TECH

The tech gains of 1978, as covered in RON'S JOURNAL 30, continue to roar on. New Volume XI of the HCOB Volumes, which updates all those books and covers the popular New Era Dianetics and Dianetic Clear Rundowns has been a best seller since its recent release.

The numbers of Dianetic Clears continue to soar. The Dianetic Clear Special Intensive is POPULAR!

At Flag and Advanced Org level, NED for OTs is the talk of the world. The main problem there is getting people up the Bridge through OT I, II and III fast enough.

All other areas of tech continue in popularity as well.

New Mark VI E-Meters are at last coming off the line in quantity and are in great demand.

Great efforts are being made at management level to ensure that tech stays IN and that any out-tech gets handled quickly.

After all, Dianetics and Scientology will only go as far as they work. And they ARE working. And management is making sure they continue to do so.

NEW TECH

1978 had no monopoly on new tech.

There are several bright new tech advances in the research or compilation stage which will be released in due course.

One, just now released, Debug Tech, by which one can unstick a production cycle, is proving very popular as a course with people coming to Flag where it was released. It will soon be available in orgs.

The big news on new tech is a new organization to export it. This is the New World Corps. It is now set up as an org in its own right at Cedars in Los Angeles. It is servicing key execs with advanced rundowns. A branch of it is being established at Flag and very soon units from it will be established in Continental FOLOs. From there it will be exporting these into orgs for org staffs and then public. This is a vast activity you will be hearing more and more about in 1980.

So not only is there plenty of new tech rolling out, there is also an organization to export it!

And even better news, none of it invalidates the tech already out. It's all bright new stars in the sky.

DRUGS

Recent research has demonstrated that the single most destructive element in these societies today is drugs.

Drugs retard or prevent case gain. In the presence of a heavy drug history, any case gain is minimal and temporary. Unless drugs are handled first.

But how widespread are these drugs? It turns out that medical and psychiatric drugs are every bit as dynamite to case gain as street drugs!

Some of these drugs, such as LSD, are pretty deadly. And are supposed to cause brain and nerve damage.

So here was the Big Roadblock to getting a show on the road. Even school kids have been shoved onto drugs. And children of druggie mothers are even born as druggies!

So here we were trying to help people move up and drugs were holding them down.

I've been doing some concentrated research on this for the last couple of years. The first thing I discovered was that LSD stayed in the body and could release in slight amounts

a long time after someone was "off it" and cause "trips". I found it remained in the fatty tissue of the body. (And the medics, two years later were bright enough to read the original bulletins I wrote and now confirm it.)

More recently I found that many other drugs, medical and street, likewise remain in the body. Including marijuana. None of these drugs are innocent. And marijuana, so favored by college students who are supposed to be getting bright today so they can be the executives tomorrow, causes brain atrophy!

Well, all this looked pretty grim. The new barricade. But I kept on and finally, right this minute, the pilot projects are just completing on what will probably be called "The Purification Rundown". It apparently gets rid of the whole lot!

And good news! There is now no reason to write off druggies as having brains too damaged to recover.

So we can start at the bottom with this society and away we go.

THE FUTURE

There is a great deal going on and a very great many very fine people working to create a better future for Scientology, for orgs and for everyone.

But much of that is in the future. So does one simply wait? Or is there something one can do right now?

There is: Decide to flourish and prosper! And then Flourish and Prosper!

There is no more deadly way to get even with a suppressive or an antagonistic person or a downgrading society than by flourishing and prospering.

All a suppressive person or society is trying to do is prevent one from flourishing and prospering.

Of course, one has to handle threats or attacks. But don't get stuck in on them. One handles them but puts his main attention on doing things that will make one and the group flourish and prosper.

One cannot simply vanish in life, one cannot just become a nothingness. And the wrong way to handle suppression is to be low key and hope one isn't noticed. That is simply agreement with the suppressive person or society.

Attempts at suppression are totally defeated in the long run simply by Flourishing and Prospering!

The ammunition in such a battle is effective beingness and for us, effective promotion, books, excellent results and satisfied people. Use what you have. The very best way to flourish and prosper is to sell and get out the good products.

Now, while reading this if it has occurred to you that if you did, the suppressives would simply attack harder or that you had better be careful, then could I point out that people who have that reservation are a bit or a great deal

under suppression. And that they need to locate and handle it with what is called "PTS Tech" available in any org. It is a certain indicator that if one has reservations about being able to Flourish and Prosper he needs to unsuppress himself!

So there is the ultimate victory over any suppressive group or society. Not to do them in - as they are very busy doing themselves in - but only handle enough to hold them off until one day we get to them with proper rundowns.

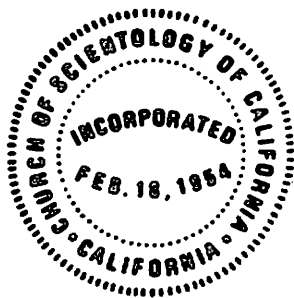
The ultimate weapon is to Flourish and Prosper.

So do so.

Love,

RON

L. RON HUBBARD
FOUNDER



LRH:gal:iw

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 306 INT

26 September 1979

MAKING AUDITORS

In 1978 I revised and streamlined the checksheets for auditor training. These checksheets contain the items essential for training an auditor, with no unnecessary additives. Using current Academy checksheets and Qual Internship checksheets, it is possible to train auditors rapidly, in volume and high quality.

As the two Valuable Final Products of a Scientology Org are auditors and preclears, it is vital that orgs do make auditors in order to audit their public. I have never had any difficulty in making auditors who got results, so I looked into what blocks others were running into on this and this issue sets out the solutions to these.

(Ref: HCO PL 27 Nov 59	KEY TO THE ORGANIZATIONAL CHART OF THE FOUNDING CHURCH OF SCIENTOLOGY OF WASHINGTON D.C.
HCO PL 25 Mar 71	Org Series 26 VALUABLE FINAL PRODUCTS
HCO PL 12 Mar 75 II	Data Series 40 THE IDEAL ORG.)

OMITTED TECH AND ARBITRARIES

Each of the stops on making auditors traced back to Omitted Tech and then Entering Arbitraries.

Of course if you don't use the Tech you won't get the result. The correct solution is to get the Tech In (i.e. being used, applied correctly), not to invent unusual solutions, nor yet to give up and decide it can't be done!

Much vital Tech had been dropped from auditor training; Hard TRs, Method One Word Clearing and Objective Processes, had all been omitted. It is no wonder then that so few good auditors were being made.

This was further complicated by others entering their arbitraries, and the whole training lineup became mired down in stops.

If you run into any stops or difficulties in training and making auditors in future, take a look to find what Tech has been omitted and what arbitraries have been entered and you will be able to unblock the flow.

(Ref: HCO PL 7 Feb 65	KEEPING SCIENTOLOGY WORKING
Reiss. 15.6.70	
HCO PL 17 Jun 70R	TECHNICAL DEGRADES
Rev. 9.4.77	
HCO PL 26 Oct 71	TECH DOWNGRADES
HCO PL 30 May 70	IMPORTANT CUTATIVES
HCO PL 14 Feb 65	SAFEGUARDING TECHNOLOGY
Reiss. 7.6.67	

HCO PL 19 Sep 70 III	Data Series 18 SUMMARY OF OUT-POINTS
HCO PL 2 Nov 70 II	Org Series 12 THE THEORY OF SCIENTOLOGY ORGANIZATIONS
HCO PL 16 Jan 61	HELP ME PUT IN THE NEW LINES
DAB of Jan 51	GROUP DIANETICS, Tech Vol I, page 84.)

"SHORTAGE" OF PCs

One of the most commonly stated reasons for failure to make auditors, was that "there are no pcs for internes to audit". While this sounds too corny to be taken seriously, both the internes and their supervisors were convinced that it was so, and some even Q & Aed by suggesting changing the auditing requirement and some internes were taken off an incomplete internship and put onto the next higher course.

The arbitrariness that brought about this appearance of "no pcs" are as follows:

1. Set-Ups.

HCOB 13 Dec 78 PC SET-UPS AND C/S 53, which required a C/S 53 to F/Ning list, was intended for issue at Flag only only but was mis-issued internationally. It did not apply to student, interne or org auditing and even mentioned Flag only rundowns by name. By requiring that student auditors and internes not audit pcs who had not had a C/S 53 to F/Ning list (which action is audited by Snr Class IVs), an arbitrary was put in the way of NED and Class IV students and internes and the basic principle of the Grade and Class Chart (of pc's case actions matching the level of training of the auditor) was violated. Class IVs could not then move up to Snr Class IVs.

The revised issue HCOB 13 Dec 78R, Rev. 24 Sep 79, PC SET-UPS AND C/S 53, does apply broadly and simply requires that pcs are set up before a major action per C/S Series 1 - 10. Thus there is now no reason for student auditors and internes to be delayed waiting for a higher classed auditor to set the pc up for them.

I had caught wind of something like this earlier and made it known that student pcs did not require full set-ups, but no one mentioned that they were trying to follow an issue intended for veteran Flag Auditors!

(Ref: Tech Vol X, The C/S Series, especially C/S Series 1 - 10.)

2. SO ED 1237 INT, DELIVERY, of 1 Mar 79, Target 10 was mis-transmitted and the target should have read: "All auditing of staff in the HGC is suspended until you have this program in." The misimplementation in SO ED 1237 INT resulted in the idea that students and internes could not audit staff members. But this is contrary to the intention of the Delivery Program, which is to increase public delivery. By refusing to let student auditors audit staff members, further restricting the number of pcs available, another stop was put in the way of making auditors to increase public delivery.

The target was corrected in 260911R to read: "All auditing of staff in the HGC, is suspended until you have this program in." Professional auditors on staff should only be auditing public pcs, until the program is in and public delivery is

strong. After all, an org is there to service its public and if it doesn't, it will soon be in trouble. But it was never thought that this would be used to delay making auditors, who would have assisted in increasing public delivery!

I have advised that staff get audited by students and TTC and that internes audit in the HGC. This encourages both the building up of a TTC and public delivery.

Student auditors can audit other students, staff members, free pcs and persons they procure off the street who are not org public.

(Ref: HCO PL 28 Feb 65 DELIVER
HCO PL 21 Nov 68 SENIOR POLICY
HCO PL 8 Jun 70RB STUDENT AUDITING.)
Issue II
Rev. 3.10.78

3. Free Scientology Centre.

The Free Scientology Centre is being reintroduced and it was very successful in 1965 in handling free pcs procured by student dissemination. It establishes the lines and terminals for handling and routing student-procured pcs. In its pilot, one third of the raw public signed up for courses and intensives after student auditing where the auditing was good, without being urged to do so.

The policy is being reactivated because actually the practice of a Free Centre never really ceased to exist. Students procured their own pcs and there were no terminals in the org to sign them up or put them on lines as free pcs and later to provide terminals to sign them up for actual paid processing. The registration actions were missing, and the examination actions were missing, and because these activities continued, it is necessary to reissue the policy to regularize them and get in the proper lines and terminals.

The actual why was that there were no routing lines or org terminals for Free Scientology Centre people to go to, and there was no one the student auditor could take his free pc to.

Students are required to audit persons new to Scientology as a checksheet requirement. The reinstatement of this policy (and routing forms and its implementation program) gives the means by which students and orgs can handle and care for this public, thereby making it easier for students to get pcs and providing orgs with a new public for future services.

4. Specific Auditing Actions Required On Checksheets.

One of the problems presented regarding the apparent shortage of pcs for student auditors and internes, was that the NED checksheets require actions such as an L3RF, Dn Assist, running an item R3RA. Some internes have complained that they couldn't find any pcs who needed these actions. On closer inspection this is only the problem being presented. It is just too easy to find pcs who need those actions.

Any NED student, interne or C/S who knows the materials, on inspecting a pile of pc folders, would be able to find a chain or item not run to full EP, or a rough Dn session, and repair it with an L3RF, giving the pc needed help as well as fulfilling his checksheet requirement.

There are people on medical lines, who are sick or injured needing Dn Assists, to speed their recovery.

Last year I was told that NED internes couldn't run an incident or item by R3RA (per the checksheet) without doing the Full NED Pc Program (NED Series 2). I pointed out that the Full NED Pc Program was not required to be audited by NED students and internes - what they have to do is the auditing requirements as given on their checksheets.

The Full NED Pc Program is a program for preclears being audited on NED and it is to ensure that preclears who sign up for NED, do get all the actions and rundowns of NED and thus get the full results. It is not a checksheet, which is what a student or interne follows.

A Dn Assist, running out a loss, secondary, injury or certain items on a prepared list such as the GF 40 Expanded by R3R or R3RA, are not limited to the Full NED Pc Program and can be done by NED students or internes. There was never any issue that said they couldn't.

In tracing back with some internes as to why they felt they couldn't run any incident or item out by R3RA (per the checksheet), without doing a Full NED Pc Program, it was found that they had been told that it would be out-tech by someone who had never audited or C/Sed a pc and wasn't about to have anyone else do so either apparently - it was Verbal Data! It omitted the checksheet requirement and entered an arbitrary into the training line.

A NED student or interne who doesn't know his materials, or is unsure of his TR 101 - 104, might nervously say, "I can't find any pc to audit." Any trained supervisor would not agree with him, but would get him busy on Word Clearing his misunderstandings, restudying the materials, drilling until he was certain and convinced, and what do you know? He would suddenly find lots of pcs to audit!

(Ref: HCO PL 23 Apr AD15	PROBLEMS
HCOB 24 Jan 69R	DIANETIC USE
Rev. 20.7.78	
HCOB 15 Jan 70	THE USES OF AUDITING
HCO PL 22 Nov 67	OUT TECH
Rev. & Reiss. 18.7.70	
HCO PL 9 Feb 79 II	HOW TO DEFEAT VERBAL TECH
HCO PL/B 15 Feb 79	VERBAL TECH: PENALTIES
HCO PL 6 Jul 78R	URGENT - CONTAINS NED DATA -
Rev. 22.9.78	HUBBARD NEW ERA DIANETICS COURSE
	CHECKSHEET
HCO PL 19 Jul 78R	URGENT - CONTAINS NED DATA -
Rev. 22.9.78	NEW ERA DIANETICS INTERNESHIP.)

5. Reasons Not To.

If you still can't get auditing done by students and internes to meet their requirements then investigate to locate justifications for not doing so, as covered in HCOB 21 Jan AD10 JUSTIFICATION.

Many false orders and advices have been spread around as to why one cannot audit people, but these ignore the fact that no auditing at all is the most major overt. If you run into false data use HCOB 7 Aug 1979, Product Debug Series 8, Esto Series 36, FALSE DATA STRIPPING, and if that fails, use ethics.

You should realize that there are a lot of people around - certainly 2½% - who would do anything possible to prevent others from being helped in any way at all. They of course also attack Scientology.

For instance, the whole murder industry of psychiatry would lose billions of dollars a year if Scientology succeeded. Others hate their fellow man with such covert violence that they would do anything to prevent them from being helped. Such decayed beings overlook the fact, since they are on a personal suicide kick as thetans, that by committing overts on Scientology they accumulate the withholds which prevent them from ever receiving any benefit from Scientology. They engage in entering arbitraries and omitting true tech. They also engage in black propaganda campaigns against auditors and others which are actually quite preposterous. In this way, they make Scientology unworkable and bring about an apparency that they are right. Whereas the facts are that only Scientology and properly trained and advised auditors can salvage people - even the Black PR experts.

By entering arbitraries and omitting or corrupting tech and engaging in Black PR campaigns, they hope to persuade people that they don't want to be audited or be auditors.

The truth of the matter though is that most people want to be auditors, and students on Tech Courses and Internships certainly are there to audit, and you will find that they are generally eager to do so. If they are having trouble, you will usually find that someone has invented a new arbitrary or misinterpretation, or are omitting or corrupting Tech or are engaging in a Black PR campaign, and if you locate and remove the stop, your internes will fly into action, and your org will make auditors and flourish.

(Ref: HCOB	21 Jan AD10	JUSTIFICATIONS
HCOB/PL	7 Aug 79	Product Debug Series 8,
		Esto Series 36
		FALSE DATA STRIPPING
HCO PL	18 Jun 68	ETHICS
HCO PL	8 Mar 66	HIGH CRIME
HCOB	13 Sep 65	OUT TECH AND HOW TO GET IT IN
HCO PL	7 Feb 65	KEEPING SCIENTOLOGY WORKING.)
Reiss.	15.6.70	

ABUNDANCE OF PCs

Having gotten these arbitraries off the line, your student auditors and internes now have plenty of pcs to audit for their checksheet requirements and a lot more. There is a whole planet to Clear, so let's not hear "no pcs" or "no auditors", but instead get the false policies and false tech invented by others off the line. Use LRH Tech and Policy and let's see lots of auditing in your org and lots of auditors being made. OK?

Love,

RON

L. RON HUBBARD
FOUNDER



LRH:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 303 INT

12 August 1979

To: All Sea Org Members

From: Ron

Twelve action packed years ago the Sea Org was born.

Today on this twelfth anniversary we have many things to celebrate.

Flag, two weeks in a row, has been declared the finest crew in Scientology history.

Internationally the Sea Org is in Affluence.

The standard application of Ethics, Tech and Admin has brought about this boom. The Sea Org purpose of getting Ethics in on this planet is beginning to be achieved.

I wish today to Highly Commend the entire Sea Org for its on-Sourceness and its on-Purposeness to which it is dedicated.

Hats off to the Sea Org on this twelfth anniversary.

We commemorate twelve years of unbroken success and continuing triumph.



A stylized, handwritten signature in black ink, appearing to read "L. Ron Hubbard".

**L. RON HUBBARD
FOUNDER**

LRH:ct

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 302-1 INT

8 May 1979

To: All Execs
All Staff
Programs Chiefs
Project & Mission Ops
Missionaires
AGs
LRH Comms
FRs

From: RON

Subject: DEBUG TECH CHECKLIST

Production is the basis of morale. People who don't get products have low morale.

Executives and responsible people have the task of getting out products. When they don't get them out, the unit or organization fails.

It is extremely upsetting and puzzling to a staff member and to his seniors when he can't get out the products expected of him. I have seen an executive going around in circles for weeks trying to guess why such and such a staff member couldn't get out the products of his post or area. I have seen staff members actually in tears because they were unable to achieve the products of their post. I have also seen people busy busy busy and totally unaware of the fact that they were producing absolutely nothing.

LRH ED 302 was a breakthrough. People have had great success applying it.

To give them even greater successes, the following checklist has been developed. It includes and refers to tech issues which are breakthroughs in their own right and which will become a basic rundown of great importance. However, they have been included as references in this checklist so that the checklist will be complete and will go on being useful even after the person has had a full basic rundown where something might have been missed.

The whole object of this checklist is to debug a lack of products and accomplishments of an org or post.

This checklist can be assessed on a meter or be administratively used (off the meter) by a Mission Ops, Programs Ops, Project Ops, executive and anyone else needing to debug a Cycle of Action, including the staff member himself.

The probability is that it is the first one (Crashing Misunderstood). And it is highly probable that up to #12 will also be present. One or more of the remainder of the list might be present, but would seldom be the primary reason - it would mainly be found to be justifications. But in some cases some of the later ones will also have to be straightened out.

Sometimes some of the first 12 will have to be handled before #1 can be found, particularly overts and withholds.

1. CRASHING MISUNDERSTOOD. _____
(Handle per HCO PL 26 Mar 79 (Esto Ser 35)
and new HCO PL on Crashing MUs which is
about to come out.)
2. OVERT ACTS ON THE AREA. _____
(Pull them per W/H system.)
3. WITHHOLD ABOUT THE AREA. _____
(Pull it per W/H system.)
4. FALSE REPORTS. _____
(Pull per W/H system.)
5. PR INSTEAD OF PRODUCTION. _____
(Pull per W/H system.)
6. ETHICS TECH AND FORMULAS UNHANDLED. _____
(Get them handled.)
7. NO IDEA OF THE PRODUCT. _____
(Get a complete and accurate statement of the
correct product and clear it per Esto Series 5,
SHORT FORM PRODUCT CLEARING. See also HCO PL
7 Aug 76 Iss I Esto Ser 31 PRODUCT/ORG
OFFICER SYSTEM, NAME YOUR PRODUCT.)
8. FALSE DATA. _____
(Handle per HCOB 3 Feb 79 STRIPPING OFF FALSE
DATA, VERBAL DATA AND CONTRARY DATA IN TRAINING.)
9. ABSENCE OF DRILLING. _____
(Get drilling done per FOs 3730, 3730-1,
3730-2, 3730-3.)
10. ABSENCE OF HATTING. _____
(Get him hatted.)
11. ABSENCE OF CRAMMING. _____
(Get the subject cramming is needed on and
get him to cramming.)
12. FALSE CRAMMING. _____
(Handle per HCOB 3 Feb 79 STRIPPING OFF FALSE
DATA, VERBAL DATA AND CONTRARY DATA IN TRAINING.)
13. A DISASSOCIATION BETWEEN THE DEFINITION AND
THE PHYSICAL UNIVERSE. _____
(Have him demonstrate and give real examples
of the definition and then program for M8 and
M9 program.)
14. NO ORDERS. _____
(2WC to find out if A) he's needing orders due
to not knowing his hat or if B) he's not
getting any direction or guidance from his
senior. Handle by A) hatting him or B) by
doing this checklist on his senior.)

15. HASN'T READ THE ORDERS. _____
(Have him read, Word Clear and starrate the orders.)
16. NEVER RECEIVED THE ORDERS. _____
(Have him get the orders.)
17. CROSS ORDERS. _____
(Find out what and handle per HCO PL 13 Jan AD29 ORDERS, ILLEGAL AND CROSS.)
18. ILLEGAL ORDERS. _____
(Indicate it and handle per HCO PL 13 Jan AD29 ORDERS, ILLEGAL AND CROSS.)
19. AVOIDANCE OR NEGATION OF POLICY. _____
(Pull the O/W(s) per W/H system.)
20. POLICY UNKNOWN. _____
(Determine what policy and have the person read, starrate and demo it.)
21. NO POLICY. _____
(Indicate it and have him work out what the policy should be and have him submit it for approval.)
22. LACK OF TECH. _____
(Indicate it and have him get familiar with the exact problem he's encountering and make him work out a solution that will handle it.)
23. VERBAL TECH. _____
(Find out what and handle per LRH ED 302 INT "How to defeat verbal tech checklist".)
24. ACTIVE CI ON THE PART OF THE PERSON. _____
(Pull O/Ws per the W/H system and then locate the MU. Then watch him and remove him if he remains CI.)
25. ACTIVE CI ON THE PART OF OTHERS. _____
(Find out who and get their O/Ws pulled and MUs found. Remove if the person(s) remains CI.)
26. OTHER INTENTIONEDNESS ON THE PART OF THE PERSON. _____
(Pull O/Ws per the W/H system and then locate the MU. Then watch him and remove him if he remains CI.)
27. OTHER INTENTIONEDNESS ON THE PART OF OTHERS. _____
(Find out who and get their O/Ws pulled and MUs found. Remove if the person(s) remains CI.)

28. LACK OF INTEREST.

(Find out if it's out-ruds or MUs or past failures and handle.)

29. NO INTEREST.

(Find out if it's out-ruds or MUs or past failures and handle.)

30. LACK OF VALUE OF THE CYCLE OF ACTION ITSELF.

(Find the MU and handle. Have him demo the Cycle of Action out.)

31. LACK OF TECHNICAL KNOW-HOW.

(Locate the area of technical know-how in which he's lacking in and get him studying the tech on it.)

32. HUGE PRODUCTION BUG.

(Find out what it is and handle with LRH ED 302 INT DEBUG TECH.)

33. ABSENCE OF ALTITUDE.

(Have him read FO 1432 ETHICS PRESENCE and Exec Series 1 and 2 and have him demonstrate them and how he can use them on his post.)

34. LACK OF PROXIMITY TO THE SCENE.

(Indicate it and have him get on the correct comm lines and get in his ARC with the scene - handle ruds if necessary.)

35. NO COMM LINES.

(Determine whether this is from W/Hs or MUs and handle accordingly.)

36. INABILITY TO COMMUNICATE.

(Pull his W/Hs. Make him do Reach & Withdraw on the people and objects of his area.)

37. SCARCITY OF PERSONNEL.

(Indicate it and then investigate and handle HCO which is usually up to its ears in personnel requests and busy on them instead of putting an HCO there that properly utilizes, recruits, hats and properly utilizes personnel. This may mean doing this debug checklist on the HAS or any person responsible for that division or activity because they aren't getting the products of staff members who produce.)

38. FINANCE BUGS.

(Find out what and get it debugged and also, if it amounts to that, get the whole Finance Committee through the FP pack.)

39. BAD HEALTH.

(Send to the MO (on an MO routing form) and get it handled.)

40. ACCIDENTS. _____

(Get a PTS Check done.)

41. LACK OF ORGANIZATION. _____

(Handle per HCO PL 14 Sep 70 Iss II Org Ser 3
HOW TO ORGANIZE AN ORG.)

42. TIME. _____

(Find out if there's just NOT ENOUGH time to
do what he has to do or if he's wasting time
by not being organized or is being Dev-Ted
and handle.)

43. LOGISTICS PROBLEMS. _____

(Find out what it is and handle with LRH ED
302 INT, DEBUG TECH.)

44. NO EQUIPMENT. _____

(Find out what is needed, if it is really
needed, and if so debug it per 302 so it is
gotten. Remember that there are enormous per-
centages of people who absolutely have to have
before they can possibly do and use that
usually as an excuse not to produce.)

45. LUCK. _____

(2WC his consideration on it and bring his
cause level up.)

46. OTHER EVENTS. _____

(Find out what and handle with debug tech.)

47. OTHER REASONS. _____

(Find out what and handle with debug tech.)

L. RON HUBBARD
FOUNDER

Assisted by

Commodore's Messenger
and

Snr C/S International

for the

BOARDS OF DIRECTORS
of the
CHURCHES OF SCIENTOLOGY



BDCS:LRH:DM:MB:sb:jk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 302 INT

9 February 1979

To: All Execs
All Staff
Programs Chiefs
Project & Mission Ops
Missionaires
AGs
LRH Comms
FRs

From: RON

Subject: DEBUG TECH BREAKTHROUGH

The following material has been so spectacular in its pilots that it must be released in a hurry! People on the pilot considered it a downright miracle!

Recently I noticed that quite a few programs were not progressing rapidly. I found many targets bugged. Project operators did not seem to know what to do and were getting loses and becoming frustrated. Their targets were "bugged."

"Bugged" is slang for snarled up or halted.

"Debug" means to get the snarls or stops out of something.

I had always been given to believe somebody had developed and written up debug tech. People would often tell me they had debugged this or that so of course I assumed that the tech existed and that issues and checksheets existed and were in use. Yet here were people operating projects who couldn't get the targets done by themselves or others.

I didn't recall ever having written any policy letter containing the tech of debugging programs or targets.

So I called for the various "Debug Checksheets" and "Debug Issues" they were using and found something very astonishing. None had any real tech on them to debug something. They just had various quotes that did not necessarily apply.

I did a study of the subject based on what people trying to debug should be doing and what they were not doing and developed a fast relatively simple system. I put it into use in the hands of project operators in very bugged areas which had brought them into apathy and even tears of frustration. And they came streaming back in wild excitement. IT WORKED! Their areas were ROLLING!

So, at a time when speed of execution of programs is of the essence, I am quickly releasing this new tech to you.

This is a temporary issue to release the data and as soon as it is fully codified it will become a PL and be released with a supporting checksheet. This debug tech is tested, fully valid and for immediate use.

Debug tech is vitally needed by LRH Comms, FRs, COs, EDs, Project and Mission Ops and AGs but it can be used by every executive and every staff member.

THE TECH

In inspecting an area you wish to debug, you do the following:

1. You look for what products have been gotten out in the past.
2. You look for products that are there completed.
3. You look for what products can be attained in the immediate future.
4. You look for value of products as compared to overall cost of production.
5. You look for overt products or cycles where products continuously have to be redone, resulting in no or few products.

When you first inspect an area for products, you just look. Policies on Look Don't Listen apply. Don't listen to how they are going to get 150 products, just look and walk around with a clipboard. If you don't see 150 products waiting to be shipped, they don't exist. If you don't see invoices for 150 shipped products, they don't exist and never have. The product is either there or there is ample shipping or departure or finance evidence that they have just left or been shipped. Products that are only in people's heads don't exist. The most wide trap the debugger can fall into is, "But next week...", since experience will tell you that next week's production may never arrive. The definition of Product is something that can be exchanged for a valuable product or currency. They have sub-products. These are necessary. A sub-product can also be an overt product and block final products.

When you have done your product inspection, you then look over the period of time from a viewpoint of time and motion. This is to answer the question, "Are things arranged so that there is no time wasted in useless motions which are unnecessary?" This includes poor placement of materiel on a flow line or tool sheds five miles from the site of work so that one has to go there every time one wants a hammer, for out-of-sequence flows, for waits. One counts up the amount of wasted time simply because of the disorganization of a place. It isn't enough to say a place is disorganized. How is this disorganization consuming time and motion which is not resulting in a higher quantity of production? Examples of this are quite gross.

When you have done this study, during which of course you have made notes, you will have the raw materials necessary to make an estimation of the area.

If there is not an adequate and even spectacular record of products getting out and if products have to be redone or if no products are coming out, you proceed as follows:

Find a product that can be gotten out, any product, and insist that it and products like it or similar cycles be gotten out flat out by the existing personnel.

When you have gotten them on that, you enter in upon a second stage of debug. This consists essentially of finding if the place is knowledgeable enough to be producing what is actually required and what is actually valuable or being needed from it.

This is accomplished as follows:

- A. Where are the orders relating to this target (or project or production area)? (Can include policies, directives, orders, bulletins, issues, despatches, tapes, valid texts and any previous debugs and any and all files.)
- B. Have you read them?
- C. Do you have Mis-Us on these?
- D. Are there financial or logistics problems on them?
- E. Are there personnel problems?
- F. Are there hatting problems?
- G. Is there exterior influence stopping the production which cannot be handled in the production area?
- H. What other excuse exists?

Normally, in an area that is very bogged and not producing, the first question or two will deliver the reasons right into your hands. They are trying to produce blue ruddy rods but the order they finally dig up after a fifteen minute search says specifically and directly that green finglebums are what are wanted here and that blue ruddy rods are forbidden. It is usually outrageous and large. As you go down the list you will find out that you are running into things which open the door to justification. So you take very good care to notice the justifications which are being used. You will get reports in the latter part (from D onward) which may or may not spot an exterior interference not under the control of the project, but at this point another step enters in for the person debugging it. When told that these exist, the wise debugger immediately verifies. The simplest way to verify is to ask the person who is supposed to be putting stops on the line if he has issued such orders. You commonly find out he hasn't. But if he has, then you have started to locate your area to handle.

You commonly run into verbal tech at which moment you use a small checklist, "How to Defeat Verbal Tech".

HOW TO DEFEAT VERBAL TECH CHECKLIST

- 1. If it isn't written it isn't true.
- 2. If it's written, read it.
- 3. Did the person who wrote it have the authority or know how to order it?
- 4. If you can't understand it, clarify it.
- 5. If you can't clarify it, clear the Mis-Us.

6. If the Mis-Us won't clear, query it.
7. Has it been altered from the original?
8. Get it validated as a correct, on-channel, on-policy, in-tech order.
9. Only if it holds up this far, force others to read it and follow it.

IF IT CAN'T BE RUN THROUGH AS ABOVE IT'S FALSE!

CANCEL IT!

Handling of course is indicated with what you find. But handling must always be in the direction of at least 50% organize and 50% production. Do not go for an all-organize handling. Do not go for an all-production handling.

The above tech will carry almost anyone through. It is important to remember that debug tech applies from the very small thing to the huge one. Anyone can use the above even if relatively untrained except in the above debug tech.

Debugging can be as extensive as a whole new evaluation of the area or as simple as debugging why targets are not being done.

If the debugger is very trained, including the proper form of the org and the Data Series, etc., his cycle would be:

- a. Inspect as above (or amass the data necessary to serve as an inspection),
- b. Find the outpoints,
- c. Evaluate,
- d. Program it,
- e. Get the program done by debugs.

A full checksheet to make a master at this art is pretty extensive. A Master at it would look like a miracle-worker to any big corporation in the world. It is ample just now that you can use it and be looked on as merely a genius.

For the moment, it suffices that the above IS the tech. You don't have to be an evaluator to use debug tech.

Use it!

Happy Honest Dones!

L. RON HUBBARD
FOUNDER

for the

BOARDS OF DIRECTORS
of the
CHURCHES OF SCIENTOLOGY



BDCS:LRH:clb:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 301-1 INT

6 January 1979

To: All Staff
and Students

From: Ron

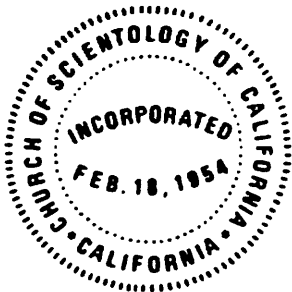
CORRECTION TO RON'S JOURNAL 30

REQUIREMENTS FOR SUPER POWER AUDITORS

On page 4 of Ron's Journal 30, the listing of OT III as a requirement for New World Corps candidates to be trained on Super Power is a typo and is hereby cancelled.

The requirements for auditors or C/Ses who are to be trained to deliver Super Power are:

1. Class IV (does not have to be Class IV Permanent)
2. Not an R/Ser
3. No LSD or Sweat Out Program very fully completed.
4. Full Drug Rundown completed.



L. RON HUBBARD
FOUNDER

LRH:clb:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 301 INT

17 December 1978

To: ALL STAFF
ALL PUBLIC
AUDITOR MAG
ORG MAGS
CENTRAL FILES
INFO PACKS

From: RON

RON'S JOURNAL 30

1978 - THE YEAR OF LIGHTNING FAST NEW TECH

Hello.

I have some exciting news about services.

Processing has gotten so fast that actually clearing whole areas is in view.

1978 was indeed the year of Tech Breakthroughs!

If processing had to get more expensive due to inflation, why then it had to be made much quicker and better. Actually processing costs today per result are much cheaper than ever before and will continue to be as the improvements have been so great.

It all began with New Era Dianetics. When I look back and remember the hundreds and even thousands of hours some people spent on Book One Dianetics, it's like an old story half remembered. If one of those 1950 auditors had the tools of NED they would have been bug-eyed at its fast results. Even the 1968 Dianetic auditor would have been incredulous if his preclears had responded with the speed that NED pcs are achieving. It's probably about 100 to 1.

But, the 1950-1968 auditors as auditors might even have objected a little bit to NED as it would have run them out of pcs. The overall cost of 1950-1977 processing, despite being cheaper per hour, was much more expensive.

Take a Drug Rundown. These used to go on for hundreds of hours and somebody said they would have cost many thousands of dollars to complete. But with NED Drug Rundowns, they go off zip, zip, zip in one or two intensives.

NED is so fast that even an incomplete old DRD can be finished up and repaired and ended utterly in less than one intensive. You would be amazed how fast and thorough it is. So it isn't the cost by hour or by intensive; it's how much the whole Rundown costs that counts and if it can be given in far fewer hours it is cheaper no matter the cost per hour.

NED is cleaning up anything and everything Book One ever mentioned with lightning speed. Of course, when somebody goes Dianetic Clear, he can't be run on more engrams, right? Right! So it's forbidden now to run NED on Dianetic Clears.

The main problem of good auditors today is hitting such tremendous wins on pcs that they have to wait 2 or 3 days for the F/N to die down - if it does. Auditors are getting sore legs from just walking in and out of sessions. It's awful.

We are making Clears these days in many cases so fast that Clearing Course bracelet numbers are jumping up by the thousands per month. We are also finding that some old Dianetic pcs had gone Clear and the auditors didn't notice. Incredibly enough, sometimes on a next life basis we are running into Dianetic Clears from 1949 and '50 so even those auditors were better than they thought they were. So we're not only making new ones we're finding old ones - such is the power of NED.

There have been technical improvements and discoveries and advances in '78 that are reaching into every level of tech and speeding it up.

The following is just a partial list:

(Key:

- * means the action can be done on a non-Clear or on a Dianetic Clear.
- ** means the action is for OT III and above only.
- † means it is a new Rundown/action.)

DISCOVERIES AND ADVANCEMENTS

IN TECH IN 1978

1. NED. (New Era Dianetics). A refinement of all previous Dianetic techniques from 1950 up to present time as well as the development of new technique giving much faster results and far higher gain per hour of auditing and speedy resolution of Dianetic cases.

Included in NED are twelve brand new developments. They are all contained in far more detail in the NED HCOBs and packs. Due to the extensive changes and improvements in Dianetics, old Dianetic auditors are also training on the NED Course as it only takes 3 weeks for the able student.

A. PREASSESSMENT. With the new Preassessment tech developed for NED, each illness or condition the pc needs and wants handled gets handled with a new technique.

B. NEW DRUG RUNDOWN. This is the answer to a druggie's dreams. Without withdrawal symptoms and in a no pain, no strain rocket ride, he comes right back up to life and living.

Where the old DRD took hundreds of hours and sometimes had to be repeated, the NED DRD requires only a few intensives that are a joy all the way according to the avalanches of Success Stories which poured in on me from over the world during the pilots.

With a good NED trained auditor, the cost of a final, finished, completed Drug Rundown has shrunk way below what it did and far below the habit. The Mafia, Drug Enforcement Agency and other criminals hate it, as it's doing them out of a job. Enlightened foreign governments liked Narconon but boy they'll love it now. Indeed, the dead will walk again.

C. END OF ENDLESS DRUG RUNDOWNS REPAIR LIST. A lot of people who have had Drug Rundowns old style and have had to have them repeated will be overjoyed to know that they can be finished with rapidity. In fact with new developments, a Repair List can be finished off so fast that the Rundown has to be sold on the basis of one intensive. This applies only to getting a CS 53 and the Repair List and is done only on those people who have "completed" an old Drug Rundown and does not apply to the NED new Rundown in Section B above. If it takes more, that's too bad for the Org. If one wants to get his old Drug Rundown handled terminatedly he should ask for the End of Endless DRD Repair List. (Demand a "CS 53" to begin it and then get the repair.)

D. OBJECTIVE ARC. This brand new process introduces the pc to the wide, bright world.

E. SWEAT PROGRAM. Some of these new drugs, like the intelligence drug, LSD (developed to poison and paralyze whole cities) or Angel Dust (developed by crooked gamblers to handle race horses and fix races) have a nasty habit of remaining in the body and popping up unexpectedly to send people on "trips". The Sweat Program has been refined to handle this. It is pretty strenuous - but so is a traffic accident when an unexpected "trip" happens. Everyone who has had the courage to go on a Sweat Program and stay with it has come up bright as a gold nugget.

F. POSTULATE OFF AS THE EP OF A DIANETIC CHAIN. The discovery that some old Dianetic auditors had not been actually completing a chain to the correct end phenomena of getting a postulate off opened the door to a lot of residual gain. Pcs with mean reputations keep right on being mean until they get the postulate off.

G. RELIEF RUNDOWN. This handles the losses that push people into the despair and shadows of life and wipes away the tears of the ages.

H. DIANETIC STUDENT RESCUE INTENSIVE. Those who find study difficult will be delighted with this one. The slow student turns into a blur of absorbed new knowledge.

I. PREPARED ASSESSMENT FORM. This NED process list dredges up the unwanted conditions that wait in the future so they can be handled before they hit the pc.

J. IDENTITY RUNDOWN. Freud said that people who are detached and to whom things are unreal could never be handled. This one makes him wrong and the pc right.

K. DISABILITY RUNDOWN. To a pc, disability can take many guises, anything from an inability to talk to girls to being unable to speak Arabic. We have a way to handle this now and it works.

L. DIANETIC REMEDIES. The Dianetic Remedies formerly in use in Dianetics have been refined and expanded with New Era Dianetics tech. They're used where the pc is having trouble with secondaries or engrams and speed up the already swift potentials of NED for the pc who might bog on it.

2. SUPER POWER. A Super fantastic, but confidential series of Rundowns that can be done on anyone whether Dianetic Clear or not that puts the person into fantastic shape unleashing the Super Power of a Thetan. This is the means that puts Scientologists into a new realm of ability enabling them to create the New World. It puts world Clearing within reach in the future. This is a parallel Rundown to Power in Saint Hills which is taken by the Dianetic Clear. It consists of 12 separate high-power rundowns which are brand new and enter realms of the tech never before approached. Power is still very much in use on the Grade Chart but is for those who didn't go Clear on Dianetics. Super Power will be delivered at Saint Hills within the next 6 weeks as we are right now super grooming the Super Power auditors in a special International course. It will be delivered in almost all languages.

The New World Corps is being formed and trained this very minute, candidates for which must be Class IV, OT IIIs. Orgs were once promised Power for their staffs. If Org staff are very, very good and get on policy and everything, they will one day look up and see a New World Corps team move in on them, and then..... New World Corps means just that!

3. END OF ENDLESS INT REPAIR. Pcs in the past have often had to have their Interiorization Rundown repaired and sometimes more than once. This repair, found while researching upper levels finalizes any seemingly endless redo of interiorization repairs. Pcs on the pilot actions of this have been ecstatic with relief.

4. NEW INTERIORIZATION RUNDOWN. When a pc exteriorizes during processing, he can thereafter find it difficult to exteriorize again - to put it mildly. The new Interiorization Rundown, in good hands, puts a final finish to any such trouble and the pc ceases to have any trouble because of exteriorization or in exteriorizing.

5. DIANETIC CLEARS. Undoubtedly the BIG news that resounded around the world in '78 was the huge numbers of people who were discovered to have made Dianetic Clear. In 1950 and on, people used to ask "Where are all the Clears?" Well, they were right there! In 1978 I discovered that it was deadly to go on running Dianetics on a Dianetic Clear. Such gave the semblance of no-case-gain! (Naturally.) So when I announced that running Dianetics on a Dianetic Clear was forbidden, people began to look around and lo and behold they had been making Clears with Dianetics and had been going right on by it! The pc who had made it wasn't declared

Clear and further Dianetics didn't work on him (naturally). So in 1978, after my announcement, auditors began to check and listen to the pc and found they had real Clears all over the place!

Now NED produces far faster gains and many (not all) NED pcs began to go Clear.

And the Clear numbers have been running up like one of those computers.

Rehabbed and allowed to declare these Dianetic Clears abruptly attained the full results of Clear!

Excited avalanches of Success Stories have been pouring in on me for months in the thousands and from all over the world.

And it's interesting that amongst those found there are a few who went Clear on Dianetics in their last life - in the 50's! (It's quite a scramble locating their last life folder and records so they can go on to full OT!)

"Where are the Clears?" There they were!

6. REDEFINITION OF INSTANT READ. Making it easier for auditors to learn metering and giving pcs vastly increased speed of gains due to higher accuracy of metering.

7. CLARIFICATION OF CONFESSIONAL PROCEDURE. Resulting in faster gain in a shorter period of time.

8. SERVICE FACSIMILES REVISITED. The early 60's handling of Service Facs was revised and overhauled and became the new Grade IV of Scientology processing.

9. POWER TO FORGIVE. Making it possible for the pc to fully end cycle on any shame, blame, regret or guilt of the past.

** 10. NED FOR OTs. The discovery and development of techniques by which the Second Wall of Fire can be overcome.

This consists of 29 fantastic new confidential Rundowns, delivered by a specially trained OT Auditor.

The auditors are in training right now from AOs to give NED for OTs to all those who are OT III and auditors already trained on it are delivering it at Flag in Flag's new Advanced Org Division 4A.

Some of the miracles of life have been exposed to full view for the first time ever in NED for OTs. The rave Success Stories coming from this are the talk of the auditing world.

** 11. OT VIII. This Rundown was developed and will be available to OT VIIs who have completed their NED for OTs which is a prerequisite for OT VIII.

12. UPPER LEVELS. There are other OT Levels above VIII but these will be released from time to time when people are ready for them. We're already higher than Man has ever been and it can get quite stratospheric.

TRAINING

In 1978 giant training strides were made for I was very busy on that as well. The NED Course was brought down to 3 weeks, Class 0-4 Checksheets were carefully shortened back to the 1968 level when auditors were being made at speed but without losing tech which is quite a trick when you come to think of it!

When you realize that a large portion of training costs goes into living expenses while taking the course, reducing the length of time of a course gives an enormous reduction in course costs, regardless of what's being charged. Training is also being helped by Scholarships.

CLASS IV

AUDITING ACTIONS THAT CAN BE RUN

Class IV Orgs - those orgs which are in major cities on 5 continents - have a large variety of public services which they can give. Many of these are very economical and are there for the raw public as well as to keep their fields getting service. Amongst them are the following:

1. GROUP PROCESSING. After an Intro Lecture a successful gradient for raw public is being part of a group who are audited simultaneously. Group Processing can be pretty effective and on a large number of "releases attained" you will find the public reporting great gains made in group auditing. It is an economical way to keep one going even after he's had professional processing.
2. CO-AUDIT. (Cooperative Auditing). A public person is instructed in the rudiments of auditing and under the supervision of a trained auditor, groups of teams audit each other attaining good gains.
- † 3. LIVINGNESS REPAIR. This is often the first action taken on a person by a professional auditor and can bring a great deal of brightness back into his life.
- † 4. NED. (New Era Dianetics). This was the bombshell of '78 and NED auditors (as well as courses) are available in every org.

NED consists of at least 12 separate Rundowns as noted in the New Discovery Section above. It occasionally makes a Dianetic Clear although this must not be promised. The only "trouble" with NED compared to earlier Dianetics is that it produces results very fast. One can achieve more result per hour of auditing time by about 100 to 1 over old Dianetics and when you realize that old Dianetics was the first and

remains the only fast and effective processing known to Man you get some idea of where NED is at. It is interesting that when somebody has been skillfully mucking himself up for trillions and trillions of years that a NED auditor can salvage him in under 100 hours!

- † 5. XDN. (Expanded Dianetics). In '78 improvements on this were undertaken and the full new Expanded Dianetics is being released in '79. It comprises very specialized applications of Dianetics for the more difficult case.
- * 6. QUAD GRADES AND EXPANDED GRADES 0-IV. These are more fully covered in the book "What Is Scientology". They are the wonder workers which put ability to live back into life. They handle the basics of relationships amongst people and improve one's ability to handle himself and others. For Dianetic Clears, this is usually their first auditing (less the engram running R3RA part of New Grade IV) after attaining Clear and permits them to expand beyond their previously barriered existence. These grades are very far from limited to Clears.
- † 7. NEW GRADE IV. Grade IV has been improved enormously by including and refining formerly Class VI materials. The engram running part cannot be run on Clears but the listing processes can. It is guaranteed to make the preclear fully and completely right.
- † 8. REVISED C/S 53. It is quite a technical achievement to put on one side of one sheet of paper everything that can be wrong with a mind. The "C/S" stands for Case Supervisor who is the one, unseen in some ivory tower, who tells the auditor exactly what to do between sessions when you're getting audited. This is a primary tool he uses in analysis. In '78 it was polished up and made as bright as the morning star to detect and handle things you didn't even know were wrong but which might have you totally caved in.
- † 9. GREEN FORM. This tool of case analysis has been improved.
- † 10. NEW GREEN FORM 40 EXPANDED. This detects and handles any reason why a case might be resistive to processing, thus handling any tendency towards slow gain and making it possible for such cases to make faster gains in future processing.
- †* 11. STUDY GREEN FORM. This is a Rundown which isolates and handles anything that could be wrong with any student or pupil.
- * 12. STUDENT CORRECTION LIST. This handles difficulties that a student or pupil may have encountered in his studies and frees him up from these, so that he can now study easily.
- * 13. NEW METHOD ONE WORD CLEARING. This is far more reaching in clearing up past misunderstandings which stuck the person in previously failed subjects he studied.

14. CONDITIONS AND EXCHANGE BY DYNAMICS. This is an auditing action which increases the awareness of exchange and flows on the various dynamics, enabling a person to be at cause over them.
- †* 15. THE MARRIAGE INTENSIVE. This is where husbands and wives handle marital difficulties, enabling them to lead happily married lives. It can restore the bloom of spring romance!
- †* 16. AUDITOR RUNDOWN. This is an intensive which fully handles any case reasons why an auditor might have difficulty and enables him to move forward without any losses or failures from past efforts to help people stopping him.
- †* 17. TEACHER OR SUPERVISOR INTENSIVE. This is for any person involved in teaching or supervising or education and enables him to become a vastly better teacher or supervisor.
- †* 18. EXECUTIVE OR BUSINESSMAN'S INTENSIVE. This enables an executive or businessman to face situations of stress with calmness and frees him from past business stresses.
- †* 19. MONEY PROCESSING INTENSIVE. This handles the inability to have money resulting in the ability to increase income.
- †* 20. PROFESSION INTENSIVE. This enables a person to overcome difficulties that he may encounter in his profession or in any given subject.
- †* 21. FIXATED PERSON RUNDOWN. This enables a person to overcome the condition of having his attention fixated on one person.
- †* 22. SUPPRESSED PERSON RUNDOWN. This is a magical Rundown just now being released to Class IV and other orgs. It utilizes a principle found in an early ACC but never fully developed and released till '78 that one could bring the Suppressive in a person's life to communicate to him and seek peace, without ever contacting him. When expertly done on a person who has been the target of suppression by antagonistic people it brings him back to freedom and handles his environment as well. When one realizes that most illness is precipitated by suppression one can understand the need and use of such a miraculous Rundown. It's unbelievable until one experiences it.

The way to get processing cheaply is, of course, to take the training route and get trained and make your grades at the same time. Training is very fast these days due to the new checksheets.

Class IV Orgs teach the Co-Audit Auditors Course, the fast New Era Dianetics Course, the NED Validated Auditor Internship, the NED Case Supervisor Course, the Validated NED Case Supervisor Internship, now have all the shorter

checksheets for and teach Class 0-IV, the Permanent Class IV Auditor Internship, the Class IV Graduate Auditor and Case Supervisor Course, the Permanent Class IV Graduate Case Supervisor Internship and will teach Expanded Dianetics Auditor and Case Supervisor Courses and Internships. They also teach a considerable number of public courses, lists of which will shortly be available from Class IV Orgs as in 1978 Department 17 was ordered to get busy handling and training the public as the pre-wave of the New World.

CLASS VI ORGS (SAINT HILLS)

The original Class VI Org was located in a beautiful English Estate, Saint Hill Manor, East Grinstead, Sussex. When a Class VI Org was formed in Copenhagen to Service Europe in all languages it was staffed by people from Saint Hill who named it, of course, "Saint Hill". And when the American Class VI Organization was formed it was staffed by people taken from Saint Hill and, of course, they called it The American Saint Hill Organization. The services remain the same in each of the organizations.

The following services are given at Saint Hill Orgs:

1. ALL CLASS IV ORG AUDITING ACTIONS AND COURSES. They cost a bit more but the Saint Hills are essentially training orgs and the auditing delivered there is usually quickly available and very well done.
2. POWER PROCESSING. Grades V and VA are still available and being delivered at Saint Hills for persons who did not make Dianetic Clear, delivered only by Class VII auditors who are specialized on it. Power continues to produce its startling results.
- †* 3. SUPER POWER. There is no reason a Dianetic Clear should be denied the powerful gains which research made available in '78 (see above). For the public who have gone Dianetic Clear, and those who haven't, Saint Hills will become a mecca where they obtain the most excellent results obtainable in Super Power.

The SAINT HILL SPECIAL BRIEFING COURSE still roars on. This is the place where the Auditor gets all the tech that has ever been issued below that level, this is where his sessions are video'd and polished, this is where he gets all his auditing to catch him up on his grades. These are the Dukes of the Auditor elite, the Saint Hillers. One joins the clique only by hard work and great results.

CLASS VIII COURSE. This is the course originated on Flag and still taught in its original successful form at Saint Hills. It is a standard tech course and Class VIIIs pride themselves on keeping tech standard over the world.

CLASS IX COURSE. This is the graduate course which contains the materials issued since the Flag Class VIII.

ADVANCED ORGS

Advanced Orgs are located in Los Angeles, England and Copenhagen.

The Advanced Orgs are the OT (Operating Thetan) orgs of the world. Because of the nature of OT Auditing the person has to learn to audit himself as most OT Levels are too fast to be audited by another (only OT VII, OT IV and NED for OTs are audited on the pre-OT by a professional).

- * 1. SET UPS. It often happens that one needs to have case difficulties handled before he goes on up the grade chart to the stellar realms of the Advanced Orgs. Sometimes a Drug Rundown isn't complete or one is a bit suppressed or too introverted. It saves time to get a set up before starting the rocket ride up the top end of the grade chart. The AOs handle this sort of thing routinely when it is needed. They have a checklist of prerequisites for AO levels and this is what they're most interested in getting completed. To not complete it means a stall somewhere along the way. It usually doesn't take much time and saves time later.
- * 2. SOLO AUDITORS COURSE. The AOs are the place where the preclear or Dianetic Clear learns to solo audit so he can go on up the grade chart. Some people, wanting the best auditing they can get for this solo flight, also take lower level professional auditor courses and even Class VI at the Saint Hills. At one time a Dianetic Auditors Course was a prerequisite to AO services prior to the Solo Auditors Course and while this is not now demanded, and while the Solo Auditors Course is very good, smart preclears and smart Dianetic Clears take other courses before they get to an AO and then they're sure to make OT even more easily. I've heard Solo Auditors say that they only wanted a professional on their case and that's why they were making themselves into one before they went to an AO. Even Class IV Orgs have professional courses.
- 3. R6EW. This is the tech designation of the step a non-Dianetic Clear must take before going onto the Clearing Course in Advanced Orgs. It is Grade VI. It returns powers to act on one's own determinism. It incidentally tells one why the human race often reacts so oddly to life.
- †* 4. DIANETIC CLEAR REHAB. The state of Dianetic Clear is checked and rehabilitated which is a very fast action in most cases. It has to be verified because if the person didn't make it he has to go onto the Clearing Course and if he did really make Dianetic Clear, to do the Clearing Course would be disastrous because, of course, he's already Clear. This is why AOs are now engaged on a project of recovering folder libraries particularly of the few pcs who have died in the last few decades. Always bring your own folder or get it sent to the AO if you are going.
- 5. THE CLEARING COURSE. This was one of the most famous breakthroughs of all time requiring years of research. Those who did not make Dianetic Clear solo audit themselves to the full bursting glory of Clear.

- * 6. OPERATING THETAN I. For the Dianetic Clear who has had his Solo Course, set up and verification as Clear, this is the first solo auditing step. These OT grades have their own End Phenomena but they are confidential.
- * 7. OT II.
- * 8. OT III. This is the big step and one has to allow time for it.
- ** 9. OT III EXPANDED.
- ** 10. OT VII. This is an auditing step by a professional OT auditor. It can be given in any sequence after OT III and before OT VIII.
- †** 11. NED FOR OTs. This is the big news of the OT world. AO auditors were specially trained at Flag and are just now on their way back to AOs to deliver it. The new Division 4A Flag is an AO now and had its gala opening and its first avalanche of pre-OTs on December 16. There is very wild excitement on the results of NED for OTs as, of course, they've never been seen before on this or any other planet. NED for OTs can be given any time after OT III and before OT VIII and is a prerequisite for OT VIII.
- ** 12. OT IV.
- ** 13. OT V.
- ** 14. OT VI.
- ** 15. OT VIII. Although several upper OT grades have been researched, pre-OTs were not ready for them and so they were not released. The needed link which makes it possible is NED for OTs which is its prerequisite. The upper levels above VIII will probably be released from time to time into the future. OT VIII's release is a real cap for the tech breakthroughs of '78.

FLAG SHIP ORG

The FSO is beginning its third year at the Flag Land Base in Clearwater, Florida. The FSO was several years afloat and has a long tradition as the top training and processing org of the world. Its quarters in the posh Fort Harrison Resort Hotel still carry its distinctly nautical flavor.

Flag is the top Tech org of the world and if they can't do it, nobody can.

What you pay for at Flag is the most expert C/Sing for the best Rundowns by the best auditors in the world.

Its services are:

1. All levels and Rundowns, NED, CLASS IV, CLASS VI, CLASS VIII and all AO services (in its new Division 4A) as listed above are delivered at Flag. (Super Power will be delivered to the staff first and eventually to the public.) (Flag lower org services cost more mainly because they are even more expert and faster than they are in lower orgs and because the service is highly personalized.)
- *-** 2. FULL CASE RESOLUTION. It is always the fate of the top level org of the world to inherit the rough and "unsolvable" cases. Flag runs on the basis of results or else so far as their tech stuff is concerned. The words "failed case" do not exist on Flag. Therefore they have Rundowns and handlings to untangle the most tangled and get it going again. (Flag gets easy cases too. In fact they get some of the easiest and fastest cases in the world because such people have a way of making it through to the top.)
- *-** 3. INTEGRITY PROCESSING. These are a series of processes which result in a vastly improved performance in the area addressed.
- * 4. STUDENT BOOSTER RUNDOWN. This is a specialty on Flag which also trains the executives of orgs and has to have a fast study remedy. It is also given to business executives so that they can absorb effortlessly and with greater speed the vast quantities of data that pass across an executive's desk.
5. DIANETIC DEBUG AND REPAIR. Those who couldn't handle and run engrams or have trouble in Dianetics find this a successful way to start winning with Dianetics or NED.
- *-** 6. OT LEVEL DEBUG AND REPAIR. This is the full repair and resolution of any difficulties a pre-OT may have encountered due to solo auditing errors on any solo level.
7. NEW VITALITY RUNDOWN (NVRD). This was also called the "Special Rundown" when it was being developed in '75 and I trained a group of auditors on it at Flag. It has never been exported from Flag. It handled cases that had not progressed well due to suppression or other factors.
8. POWER REPAIR AND COMPLETION TO FULL EP. Given in those rare cases where a pc has not made it on Power.
- *-** 9. L-10. This is the first of the famous Ls ("L" is just the technical designation). The Ls are at Flag only. They are not grades in themselves but incredible boosters that can be delivered at any point after a completed DRD and Expanded Grades. The Ls are audited by Class X, XI and XII auditors who are the most highly trained on the planet.

*-** 10. L-11. The next step from L-10.

*-** 11. L-12. When I was C/Sing the Ls I would never let a pre-OT leave the ship unless he'd gone exterior with full perceptions and was able to maintain it.

†-** 12. NED FOR OTs. Flag was the place where all the NED for OT auditors were trained. When its new AO Division 4A was opened just before Christmas even other hotels in town had to be booked to take care of the OTs arriving for their NED for OTs. The sensation caused over the world rivalled the original landing of Flag in Florida. They considered it a Christmas present and it was.

13. ALL AO LEVELS.

14. OT VIII.

Flag teaches a large variety of courses for auditors and is the place where top auditors go to become fully proficient in all classes.

Administrative courses at Flag are much sought after by top executives in businesses and other walks of life. It is a mark of considerable distinction to be known as a graduate of a Flag Executive Briefing Course.

In all, Flag teaches 69 courses which are fitted for the special requirements of the Flag clientele.

The International Training Org, for org personnel only, is also located at Flag and org staffs who are lucky enough to be selected to it are trained for executive positions in orgs. It received a new expansion at the end of '78 and was put under the command of one of the Sea Org's most veteran Officers.

1978

Man is a complex being, far more complex than he ever conceived. And he possesses abilities and potentials that neither he nor any of the wise men of the ages ever dreamed of.

In 1978, a great many new insights and revelations about life were disclosed, many of them discovered in my research at very upper levels. These then were used to speed up the lower and more fundamental grades. Without discarding any of the tech we already had, all of which remains very valid, the time and cost for a given result was greatly reduced.

And, as demand for auditors far exceeded supply, new training skills were also developed and the checksheets which govern the time in training were also reduced so that good auditors could be made FAST! A lot of 1978 time was spent on doing this.

But there was one discovery in '78 that I haven't said very much about and am really not likely to since it is a sad thing. It is what really happens to a thetan who is not salvaged or processed and goes on down the route. Man, when I saw that and knew it to be true I actually felt sorry for these guys that try to hit at us. Poor devils. Some religions talk about hell. It's an understatement of what really happens. I got a real close look at what we were salvaging people from. Well, we can do it, better than ever today, especially with these newest discoveries.

All this developmental work was done in '78 despite the fact that I also spent several months of that year directing, photographing, lighting - you name it - nine bright sparkling training films! They are now in the process of being edited and you'll be hearing much more about them when they begin to be released later on in '79.

In case you are under the mistaken impression that Scientology was bruised in 1978 you should know that raw public bought and are buying Scientology texts in a wave of best selling that is making history in the retail and publishing world. There has never before been such a boom in any specialized organization's books. Book publishers use us as an astonishing example of what can happen. Hordes of new public are sweeping these books out of the stores and in the better run orgs, are crowding the Public Division to the rafters for service. Truth doesn't bruise very easily.

New books also got attention in '78. HAVE YOU LIVED BEFORE THIS LIFE? was introduced at the Atlanta Book Fair and, in the hands of retail distributors, began its own boom. It has gone 5X the normal best seller and is still going. (After all, we discovered past lives.)

And bright, new, and in your bookstore is a big impressive hard cover book WHAT IS SCIENTOLOGY? released at Christmas! It contains all kinds of data, really a huge handbook, just the thing to use to inform and overawe your friends. 347 information packed pages plus over a hundred big full color illustrations contain the answers to just about every question ever asked about Scientology. Although staff wrote it, I had to keep it rounded up and to the printer and many a day was spent in tropic heat getting its photographs shot. There is data in it that hardly any Scientologist knows. It's a reference and reading total must for every Scientologist's library. And, incidentally, it's about half the price, despite its quality, of regular bookstore books of the same size - a triumph in itself in these inflationary times!

In '78 a lot of time was spent in developing the New Mark VI E-Meter. It was needed as OTs were going off the top of the Mark V. The New World Corps is equipped with the specially built Mark VI. This beautiful and far more sensitive meter will be available to general auditors around February '79 from Pubs Orgs. The Mark V will continue to be valid and sold as it's a good meter and less expensive. The Mark VI is just a Rolls Royce.

Needless to say, I was very busy this year!

It sure is a lot of work to dig out a planet!

Well, there it is. All yours - for '79.

Love,

RON



L. RON HUBBARD
FOUNDER

LRH:dr:mz

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 300R INT

To: All Staffs

From: RON

30 September 1978

Revised

8 December 1978

Revisions in Script

Ellipses indicate
deletions

SUBJECT: THE NEW CLASS IV GRADUATE (AUDITOR AND C/S) COURSE
THE CLASS IV GRADUATE (AUDITOR AND C/S) INTERNESHIP

...WITH AN EXCITING NEW RUNDOWN FOR THIS LEVEL!

REFS:

HCO PL 26 Sep 78R HUBBARD CLASS IV GRADUATE (AUDITOR
Rev. 8.12.78 AND C/S) COURSE CHECKSHEET
HCO PL 30 Sep 78R HUBBARD CLASS IV GRADUATE (AUDITOR
Rev. 8.12.78 AND C/S) INTERNESHIP CHECKSHEET

To complement the shorter 0-IV Checksheets a new check-sheet was needed at the senior Class IV level, otherwise some 0-IV tech might have been lost.

This has now been completed and I am very pleased to be able to release to you:

THE NEW CLASS IV GRADUATE (AUDITOR AND CASE
SUPERVISOR) COURSE, and its INTERNESHIP.

I have developed a brand new Rundown to sweeten this Course.

NEW!

THE END OF ENDLESS INT REPAIR RUNDOWN

No longer will you or your preclears have to undergo repair of repair of repair of Int!

This Rundown, skilfully handled, runs easily on pcs but with very far-reaching effects. It can quite miraculously smooth out and handle Int problems on both new pcs and those on whom Int repair has been extensive.

As well as being the answer to repair, it is ideally suited for handling Int on weak or ill pcs. And it is the Int Rundown repair that can be done on Dianetic Clears, Clears or OTs.

With this new Rundown THE END OF ENDLESS INT REPAIR becomes an actuality.

As soon as you have Class IV Grad staff trained to audit and C/S it, call in each and every pc with unhandled Int and give them the full benefit of the END OF ENDLESS INT REPAIR RUNDOWN.

Your preclears and public will love you when your auditors have been trained to deliver this Rundown and deliver it.

. . . .

Because *this Rundown* is a premium Rundown and also because it *takes* considerable skill, *it* should only be done by Graduate Class IVs.

AN ADDITIONAL BONUS

C/S TRAINING INCORPORATED IN THE CLASS IV GRADUATE COURSE

No longer are months and months of training on several different courses required in order for an auditor to be able to audit and C/S for any and all actions up to Grade IV.

It is now done on the Class IV Graduate Course in a matter of several weeks of good stiff study and drilling.

The Course not only teaches him advanced auditing skills and data, it trains him to C/S.

So there is an additional bonus here for orgs who train their auditors up to this level, as well as for an individual who trains up to this level.

The Course includes, as well as the . . . fabulous new Rundown and C/S training, the newly revised Int Series, Word Clearing, all the remaining 0-IV materials which were not included in the new short checksheets, major correction lists, Confessionals and PTS Rundowns.

Any auditor now on the Senior Class IV Course may transfer at once to the new Class IV Grad Checksheet and is given full credit for any materials he has already covered. The same applies to the Interneship.

On the Class IV Graduate Interneship (again, an Interneship geared to pure doingness), the student audits and C/Ses and polishes his skills on the above actions.

Orgs must broadly promote *this* new Rundown and the new Class IV Graduate Course and its Interneship with the added bonus of C/S training.

They must fill up their 0-IV course rooms and their Class IV Graduate Courses now. And they must recruit and post additional auditors and C/Ses from those they train.

Each org is to put a minimum of two of its best Class IV auditors through the Class IV Graduate Course within the next four months. This then provides them with a minimum of:

a senior auditor skilled in the expertise of delivering the new Rundown as well as the many other Rundowns and actions up through Grade IV, and

a C/S trained to C/S expertly for all the Rundowns and actions up through this Grade.

I wanted you to have a means of training the auditors and C/Ses you need in volume, and as rapidly as possible.

The Class IV Graduate Course and its Internship are the answer.

You now have sensational tech to deliver and a swifter training route than ever before.

The public is waiting and eager for these advances.

Let me see your delivery stats soar!

PROGRAM:

1. As soon as the new Class IV Graduate Checksheets are received, any student now on Senior Class IV may transfer to the new Class IV Graduate Checksheet. Full credit for any items on the old checksheet he has already studied is given on the Class IV Grad Checksheet. D OF T/TECH SEC
2. Students who are about to complete the old Senior Class IV or who have completed it within the past three months and are not yet interned, but have signed up for and paid for the Internship, are given the option to:
 - a) Do the old Senior Class IV Internship, per BPL 13 Nov 76RA, OR
 - b) For an additional nominal fee (to be set by CS-3), train on the Class IV Graduate Checksheet C/S materials plus any other materials not included in the Senior Class IV which are on the Class IV Grad Checksheet, and then take the new Class IV Graduate Internship.

This option is offered in the interest of training more C/Ses.

The option must be taken up, however, within a period of three months from the date of this ED, as after that time it is no longer valid.
INTERNE SUPER/TREAS SEC/REGs
3. Get all students just completing the old Senior Class IV, or who have just recently completed it, onto one or the other of these Internships, per 2 (a) and (b) above, now. D OF T/INTERNE SUP/REGs
4. Make up complete study packs for the new Class IV Graduate Course locally, without change or omission, or obtain these as available from Pubs. Either way, there is to be no delay in providing complete and correct packs to Class IV Grad students.
DISSEM SEC/COURSE ADMIN
5. Call a staff meeting and brief all your staff on:
 - a) the new, shorter O-IV Checksheets,
 - b) the new Class IV Graduate Course and all it offers,
 - c) the . . . brand new *Rundown* (per data in this ED), and new Service Fac handling (per LRH ED 299 INT),

and make it real to them what this new tech and the new swifter training route will mean to your org.

Get all staff enthusiastically backing it up. ED _____

6. Especially brief Regs and Letter Regs on:

a) the new, swifter training route, the shorter O-IV Checksheets and all the features of the new Class IV Graduate Course so they know what they have to offer and will promote and sell training. TECH SEC/D OF T/DISSEM SEC _____

b) the "End of Endless Int Repair" . . . Rundown, so they are well informed on these.

Note: Regs do not "C/S for" their prospects; they sell hours of processing not Rundowns as such, but they must be well-informed on these. TECH SEC/ C/S /DISSEM SEC _____

7. Promote the new Class IV Graduate Course with its . . . new Rundown and the added bonus of C/S training broadly.

Get this done via a) mailings to all correct publics in CF, b) Org mag ads, c) display posters in all public areas and in the course rooms. DISSEM SEC _____

8. Get a call-in going to bring in and sign up for Class IV Grad training all students complete on Level IV who have not gone onto their next level of training. TECH SEC/DTS/REGS _____

9. HARD SELL and sign up your various correct publics for the Class IV Graduate Course and its Internship. DISSEM SEC/REGS _____

10. Get any blown Senior Class IV students recovered, clean them up and put them on the new Class IV Graduate Course. DTS/ED _____

11. Get in and maintain What Is A Course PL fully, by the book. D OF T/SUPERS/COURSE ADMIN/TECH SEC _____

12. a) Put two of your best Class IV auditors on the Class IV Graduate Course now. HAS/ED/TECH SEC _____

b) Get them through the Course and interned within the next four months. TECH SEC/QUAL SEC/ED _____

13. On their completion of the Class IV Grad Course and Internship:

a) post one of these as a C/S.

b) post the other as senior auditor in the HGC to deliver the new Rundowns and all processes and actions up through IV. ED/HAS/TECH SEC _____

14. Recruit and post additional auditors and C/Ses from those students trained on the Class IV Grad Course. HAS/RECRUITER _____

15. Crash train your qualified (Senior Class IV) HGC auditors on the new "End of Endless Int Repair" . . . *Rundown* and get them interned on *this Rundown* so they are prepared to deliver it flublessly. TECH SEC/QUAL SEC/C/S
16. As soon as these HGC auditors are fully interned on the above, begin delivering the new *Rundown*. TECH SEC/C/S
17. Promote the . . . brand new *Rundown*, "End of Endless Int Repair Rundown" . . . in broad mailings to CF, and via display posters, etc. DISSEM SEC
18. Get a list from the C/S of any pcs known to have unresolved Int troubles. Get their folders FESed, get them contacted, their folders C/Sed, and get them signed up and on auditing to get all the benefits of "The End of Endless Int Repair" Rundown. TECH SEC/QUAL SEC/C/S
19. Note: The Hubbard Co-Audit Supervisor Course is no longer included in the Class IV Graduate Course, but is still offered as a separate course on its own checksheet (BPL 11 Dec 76RB).
 - a) Regs, Tech Secs, Ds of T and Supers must continue to sell and deliver this course to Class IV and Class IV Grad completions, as it contains vital tech for running public and staff co-audits. REGS/TECH SEC/D OF T/SUPERS
 - b) Each org is to train two (Class IV NED or Class IV Grad NED) tech personnel on this Course to enable them to deliver well-run co-audits to both public and staff. TECH SEC/ED
20. As the wins and successes from the new tech and the new swifter training route come in, make these known to all staff and continue to keep Regs briefed on these. ED/TECH SEC

GOOD LUCK!

Love,

RON

L. RON HUBBARD
FOUNDER



LRH:mdf:jk:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 299 INT

28 September 1978

TO: All Staffs

FROM: RON

SUBJECT: THE END OF ENDLESS TRAINING

REFERENCES: HCO PL 22 Sep 78 I LEVEL 0 CHECKSHEET
HCO PL 22 Sep 78 II LEVEL I CHECKSHEET
HCO PL 22 Sep 78 III LEVEL II CHECKSHEET
HCO PL 22 Sep 78 IV LEVEL III CHECKSHEET
HCO PL 22 Sep 78 V LEVEL IV CHECKSHEET
B.P.L. 18 Oct 76RD URGENT - IMPORTANT
Rev. 10 Sep 78 SUCCESSFUL TRAINING LINE-UP
HCO B 8 Sep 78 MINI LIST OF GRADE 0-IV
 PROCESSES
HCO PL 14 Sep 78 CLASS IV INTERNESHIP
 CHECKSHEET

For some years Orgs have been suffering from a shortage of auditors.

Because of this, HGC backlogs have increased and the public is being denied auditing.

Earlier this year I evaluated this auditor shortage scene.

The BASIC WHY of all this is:

YOU HAVE HAD CHECKSHEETS WHICH WERE FAR TOO LONG.

I have now handled this.

NEW, SHORTER LEVEL 0-IV CHECKSHEETS HAVE JUST BEEN ISSUED.

Each checksheet has been stripped down to the key materials the student needs in order to audit that Level.

Starrates and twin checkouts are not given on these courses.

Good stiff coaching is a must.

The Student Hat is a requisite for Level 0 and the new shorter checksheets then demand that study tech is applied and applied fully for a fast but thorough route through the training on 0-IV.

The emphasis is on the basics, with tough drilling of the student on the skills of the level he's studying -- and then getting him in the chair!

In the old days an auditor, given the basics, learned to audit by AUDITING. It still holds true today.

You can stuff a student with theory until it's coming out of her ears but you won't have an auditor until he AUDITS. You can even put him through all the drills that have ever been dreamed up and you still won't have an auditor until he AUDITS.

We've had the datum for some time that a student too long on the runway is going to lose the spark and zeal he started out with.

The new, shorter checksheets are geared to that datum.

The direction we're going in is -- we're going to MAKE AUDITORS.

To sweeten the handling and to answer any possible complaints that we are going to make "quickie" auditors, I also developed for the Academy Levels NEW TECH, got the bulletins out and put them on these checksheets.

A sample follows:

NEW!

GRADE IV SERVICE FACSIMILE HANDLING UPDATED
WITH NEW ERA DIANETICS

We are into a new echelon of Service Facsimile running with the issuance of the new Level IV Checksheet.

At Saint Hill in the mid-60s many, many Service Facs were found on each pc and the earliest Service Facsimile running included the use of Dianetics.

In recent past years some of this tech has become submerged. I have again researched this level of processing, with the result that Service Facsimile handling has now been restored to its full technology.

The new Level IV Checksheet includes new HCOBs which give the full anatomy and handling of Service Facs. For this Level the student will need to have done the New Era Dianetics Course.

Service Fac handling now calls for many Service Facs to be found on each pc, and with New Era Dianetics added to full Service Facsimile procedure we will now audit out each Service Fac at its very roots.

You will be turning out Class IV auditors capable of bringing about complete character changes in their pcs with the use of this vital, now complete, tech.

NEW!

THE MINI LIST OF PROCESSES
FOR AUDITING REQUIREMENTS AT EACH LEVEL

Yet another innovation is the introduction of the Mini List of Processes for each level.

Each of the checksheets now includes a Mini List of Processes and actions which the student audits to demonstrate his auditing skill at that level.

The Mini Lists ensure that he can apply these skills and are an additional factor in speeding up the training route.

So fill up your courses. Get your students onto these checksheets and through them and onto the new Class IV Interneship. And from there into your HGC.

NEW!

STREAMLINED CLASS IV INTERNESHIP

The Class IV Interneship is now geared, correctly, to pure doingness.

Needless repetition of theory items which have already been covered by the student have been deleted.

The checksheet is very short indeed.

The Interne gets into the chair almost immediately and onto the business of polishing his skills to become a flubless auditor.

We are and always have been in the business of training auditors. We can now do so more swiftly and efficiently than ever.

The planet is waiting. Let's get on with it.

PROGRAM:

1. On receipt of the shorter 0-IV Checksheets in Academies, any student now on one of the Levels may transfer to the new checksheet for that Level. Full credit for any items already studied on the old checksheet should be given on the new checksheet, and on the 0-IV C/S Checksheet (Class IV Grad Course) when he takes it.

TECH SEC

2. On the Interneship, get the new Class IV Interneship Checksheet being used immediately. Students currently on the Class IV Interneship transfer to the new checksheet at once. Credit is given for those items they have already fully completed on the old checksheet.

INTERNE SUPER

3. Students who have just completed Level IV go straight onto the new Class IV Interneship. Encourage all Level IV graduates to get onto the Interneship now.

INTERNE SUPER, REG,
D OF T

4. Make up complete study packs of the materials of each of the new Checksheets locally without change or omission, or obtain these as available from Pubs. Either way, do not delay to provide students with correct, complete packs.

DISSEM SEC

5. Promote the new shorter 0-IV Checksheets, including the training for updated full Service Facsimile handling broadly with special mailings to CF, Org mag ads, display posters in all public areas and the course rooms.

DISSEM SEC _____

6. Promote the streamlined Class IV Internship to all current students and to any Level IV grads who have not yet interned for their permanent classification.

DISSEM SEC _____

7. HARD SELL and sign up public for the new 0-IV Academy checksheets. Get them to start right away.

DISSEM SEC, REGES _____

8. Start a call-in for training sign-ups, and get your course room filled with students.

TECH SEC, D OF T,
DTS, REGES _____

9. Get all blown 0-IV students back in, clean them up and put them on the new checksheets so they can complete their courses fast.

DTS OR ED _____

10. Train students on the checksheets per BPL 18 Oct 76RD, URGENT, IMPORTANT, SUCCESSFUL TRAINING LINEUP.

D OF T, SUPERS _____

11. Tighten up the courses. Get them being run per WHAT IS A COURSE PL and Supervisor bulletins - by the book.

TECH SEC, D OF T,
SUPERS _____

12. Get in WHAT IS A COURSE PL fully on the 0-IV Courses.

D OF T, SUPERS,
COURSE ADMIN _____

13. Get any supervisor who needs it brushed up (retreaded if necessary) to where he can train students hard and at the correct gradient on their basics.

TECH SEC, D OF T _____

14. Get any non-F/Ning student handled and moving on his training.

SUPERVISORS _____

15. Graduate students from each Level who have been drilled hard and who know the key materials of that Level and can apply them.

D OF T, SUPERS _____

16. Promote the new shorter 0-IV Checksheets to all current NED students and NED graduates. Get them in and signed up to go on to 0-IV training.

DISSEM SEC _____

17. Promote the new Service Fac handling in mailings to CF.

DISSEM SEC _____

18. Crash train HGC auditors who are also NED auditors on the new full Service Fac handling.

QUAL SEC, TECH SEC _____

19. Get the TTC onto these new 0-IV Checksheets at once.

TECH SEC, SUPERS _____

20. Get a utilization survey done on staff and choose which staff can go onto full time training on the new checksheets at once, to beef up the TTC.

HAS, TECH SEC _____

21. As soon as auditors are fully checked out on it and interned, begin delivering the new Service Fac handling at once.

TECH SEC, C/S _____

22. Start a call-in, via mail and phone, on any pcs who are stopped on getting their Grade auditing. Get them in and honestly unbugged (with correct FESing done) so they can move on up the Grades and get all the benefits of the new Service Fac handling.

DISSEM SEC, TECH SEC
QUAL SEC, DTS, C/S _____

23. Note: The new Hubbard Class IV Graduate (Auditor and Case Supervisor) Course and its Internship are now being released and will be with you very shortly.

This Course includes two exciting new Rundowns (one of them the "End of Endless Int Repair" RD), as well as Class IV C/S training and the more advanced skills and data needed to audit the various Rundowns and major correction lists at Grade IV level.

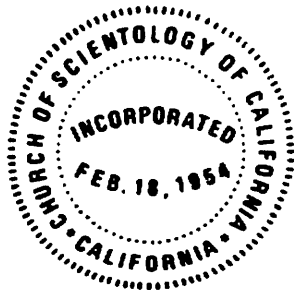
Get your completed Class IV Internes signed up for this Graduate Course now.

DISSEM SEC, REGES _____

The new, faster training route is here!

DELIVER TRAINING!

MAKE AUDITORS WHO AUDIT!



Love,

RON

L. RON HUBBARD
FOUNDER

LRH:dr

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 298 INT

19 September 1978

BPI

A. D. 28

THE YEAR OF TECHNICAL BREAKTHROUGHS

This year has so far resulted in Technical Breakthroughs from one end of the Grade Chart to the other.

Each of these is the result of years of research and in recent months one major discovery has led to another with great rapidity and astounding success. On a research line one sometimes hits pay dirt, this time I struck pure gold, not once, but several times and we now have new major Grades and Rundowns at both ends of the Bridge.

New Era Dianetics has already been released and is internationally reported to be working fabulously well producing 80% more gain.

An attempt to run N.E.D. on an OT resulted in a phenomenon which caught my attention, and on further investigation brought to light the fact that you cannot run N.E.D., or any Dianetics for that matter, on a Clear (Dianetic or Scientology Clear) or above. Research into this paid off handsomely with a fantastic breakthrough for Clears and OTs. I have now developed an entirely new Rundown called "N.E.D. for OTs". This deals with living lightning, the very stuff of life itself. Run exactly correctly by the book it produces remarkable results in the OT band, and has made it possible for me to now release OT VIII. "N.E.D. for OTs" is a highly confidential Rundown done by a Class IV, OT III auditor, called an Advanced Courses Specialist (ACS), who is specially trained on its rundown and techniques. It is now forbidden to run NED on Clears or above. From Grade VI to OT III is the non-interference zone, during which nothing should be run. Persons in this zone should move on up to OT III so that they may be audited on "NED for OTs". This Rundown will be delivered in AOs and Flag to OT IIIs and above. Clears and OTs who have paid for NED will now receive "NED for OTs" which in the pilot auditing produced results beyond their wildest dreams. While much of it is confidential I can tell you that the first step of "NED for OTs" is designed to raise perceptions, especially theta-perception, and as for the rest of the Rundown..... surprise, surprise, surprise!

OT VIII

Although OT VIII has been researched earlier, I knew there was something that had to be handled before I could release OT VIII. "NED for OTs" does just that, and now I am very pleased to announce the release of OT VIII, which will be available at AOs and Flag to OTs who have completed "NED for OTs". It is a Solo level which will fortify an OT already in excellent shape from "NED for OTs".

END OF ENDLESS DRUG RUNDOWNS

These breakthroughs at the OT level suddenly brought to view the reason why Drug Rundowns become endless when they do! And gave the way to resolve this. Now the Drug Rundown will be a comparatively short action and many many Scientologists will be able to make much faster progress up the Bridge. If you have had an "Endless Drug Rundown" you can now look forward to getting it completed with ease and get on to your Grades and OT levels. In this druggie culture in which we live, it is a very timely discovery because now we can undo the mind-crippling effects of drugs (Psychiatrists' gift to Mankind) with great ease, and with complete rehabilitation of the individual in a few intensives of auditing.

The "End of Endless Drug Rundowns" has been incorporated into NED and will be available in all orgs by NED auditors as soon as they are trained on it, which will be in about 2 weeks.

TRAINING - FAST COURSES

All these new techniques require auditors and C/Ses fully trained and specialists in that level to audit and C/S them. It is forbidden for any auditor or C/S to run any of these without being properly trained and certified.

It is therefore just as well that I overhauled the training route earlier this year, resulting in fast training. We might even say the "End of Endless Training". Today, it takes 4 weeks or less to train a NED auditor. The checksheet and course for training Class IV, OT III auditors, Advanced Courses Specialists who will deliver "NED for OTs" is also a fast but accurate training level. So we are able to train auditors and C/Ses rapidly to deliver these fabulous Rundowns, and thus make them available to you very soon.

I have always said that as soon as I make technical discoveries I will get them to you as fast as I can, and I am doing that now.

I appreciate your support and help which makes it possible for me to do this research for you.

1978 is the Year of Technical Breakthroughs, there have been more this year than in any other year so far.

I am delighted to be able to make these available to you.



Love,

RON

L. RON HUBBARD
FOUNDER

LRH:dr:kjm:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 296 INT

20 July 1978

TO: All Staffs
All Auditors

FROM: RON

SUBJECT: NEW ERA DIANETICS

REFERENCE: All NED Series 1 to 18
All Revised HCOBs of the NED pack
All NED Checksheets

It is my pleasure to offer you a new and much more workable version of Dianetics.

It is called NEW ERA DIANETICS.

Dianetics in its early days produced quite a few miracles and many, many well and happy pcs.

As time went on it underwent many refinements and changes and also, unfortunately, suffered the loss of a lot of its Tech.

So recently I overhauled it extensively.

Assessment has been changed and enormously improved.

Commands of R3R have been changed to become more workable.

The role of the F/N in Dianetics has been fully clarified. (The F/N in R3RA and the F/N in Scientology mean different things!)

The course checksheet of basic NEW ERA DIANETICS is much shorter.

The hours of auditing that can be done in NEW ERA DIANETICS are greatly extended with higher results for every hour!

New Era Dianetics is more precise.

It also demands of the student more drill and greater flawlessness in metering and TR 101 to 104.

It does not supplant Scientology, no way.

It makes the trained Dianetic auditor more valuable.

It achieves, in skilled hands, anything older Dianetics ever sought to achieve.

PROGRAM:

1. On receipt in Academies any student now studying on longer Dianetics checksheets may transfer over to the shorter NEW ERA DIANETICS checksheet. Full credit for items studied on the old checksheet should be given on the NEW ERA checksheet. But TR 101-104 must be redone with New Era R3RA commands.

TECH SEC _____

2. Study packs of the materials of the New Era Dianetics checksheet should be made up locally without change or omission or obtained as available from Pubs.

DISSEM SEC _____

3. Any and all blown students from Dn courses should be recovered and put onto the New Era Dianetics checksheet.

HAS, D OF T _____

4. All field auditors and formerly trained auditors should be contacted and enrolled in the New Era Dianetics checksheets retread.

DISSEM SEC _____

5. HGC Auditors and Dianetic Auditors in the Org should be crash trained on the New Era Dianetics checksheet.

ED _____

6. Field Dianetic auditors or those who wish to be staff Dianetic auditors should be enrolled in the TTC and crash trained in New Era Dianetics.

D OF P _____

7. When New Era Dianetics Auditors are available in the HGC the public should be offered New Era Dianetics auditing.

CHIEF REG
DISSEM SEC _____

8. As soon as feasible transfer any pc now on Dianetic Drug Rundown over to New Era Dianetics R3RA commands in Drug Rundowns.

D OF P
I/Cs OF VARIOUS UNITS _____

9. Put any pc waiting for Expanded Dianetics onto New Era Dianetics to prepare for the future release of New Era Expanded Dianetics. (No pc now scheduled for XDn can be judged to be a Dn completion until New Era Dianetics is done. One reason for XDn difficulties was a failure to complete Dianetics.)

REGGES, Ds OF P,
I/Cs OF UNITS _____

10. Train New Era Dianetics by Fast Flow HCO PL 29 March 1965 Issue II. With the penalty of cert cancellation and full retrain at full cost for any false attest.

Ds OF T, COURSE SUPERS,
QUAL SEC, EXAMINERS _____

11. In certification of New Era Dianetics completion, the Qual Sec must clearly write upon the certificate "Attested Provisionally Complete on New Era Dianetics Course" with date and Qual Sec's signature.

QUAL SEC _____

(NOTE: A Senior Dianetic Course will be released soon to include the totality of all Dianetics. It will be optional and additional to New Era Dianetics completion but not requisite to Class Zero courses in Scientology. It is possible it will be a requisite to XDn.)

(NOTE: Expanded Dianetics is now in a redevelopment and rewrite stage. It will require a retread on New Era Dianetics for those who have not studied and passed this plus the new XDn checksheet soon to be released.)

12. All graduates of the New Era Dianetics course should be encouraged to intern on a New Era Dianetics internship within a year after their graduation as their certificates are provisional until they have interned in an Org.

REG, D OF T, QUAL SEC _____

13. Field Auditor Interns should be encouraged to take the graduate (C/S) course so they can C/S.

REG, D OF T, QUAL SEC _____

14. When intern's standards are fully achieved the Qual Sec must stamp a gold seal on the certificate with date and the words "Validated Fully Professional" with the Qual Sec's signature.

QUAL SEC _____

15. Orgs should immediately get TTC auditors through the course and checksheet and, choosing the best, crash train them further on the Graduate C/S Course so the Org will have NED C/Ses.

CO OR ED _____

Here begins a Tech Revolution!

Use New Era Dianetics well!

Good Hunting!

Love,

RON

L. RON HUBBARD
FOUNDER



LRH:1fg:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 293R INT

23 October 1978
Reissued
13 March 1979
Corrected & Reissued
9 April 1979
Ellipsis indicates
Deletion

78-79 BIRTHDAY GAME

REISSUED AS THE 79-80 BIRTHDAY GAME

BY OVERWHELMING DEMAND

FROM STAFF THE WORLD OVER

TO: ALL STAFF - ALL ORGS
SO AND SCN INCLUDING EU

FROM: RON

RE: BIRTHDAY GAME 78-79

NOTE: This LRH ED replaces LRH ED 293 INT.

(This ED is to be executed by LRH Comms, FRs, FOLOs, Flag and COs and EDs as top priority to any other existing program or order.)

THE GAME FOR 78-79 IS 5X EVERY ORG GDS AND DEPARTMENTAL STAT ABOVE 13 MARCH 78.

THE GAME FOR 79-80 IS 5X EVERY ORG GDS AND DEPARTMENTAL STAT ABOVE 13 MARCH 79.

To achieve this, the CO or ED with the help of the LRH Comm and Flag Rep, the EC and Ad Council and staff, must have control of his org.

The key to achievement is MINI PROGRAMS for each Department of the Org.

These programs are achieved by, FOR EACH DEPARTMENT:

1. Personally inspecting the department.
2. Writing up a simple mini program THAT CAN BE DONE, and is WITHIN THE AVAILABLE RESOURCES, and IS BASED ON ANY EXPERIENCE OR SUCCESSFUL PAST ACTIONS, to get the department producing its VFP.
3. Issuing the program.

4. Making the execs and staff of the area adhere to that program and not cross order it and get it done.
5. Re-inspecting the area daily to see how it is going.
6. Get the program DONE.
7. When the first program is done, examine the resulting VFP and stats for that department.
8. Re-inspect and do a new simple mini program for the department.
9. Issue the new program.
10. Make the execs and staff of the area get it done.
11. Re-inspect the area daily to see how it is going.
12. Get that program DONE.
13. When the second program is done, examine the resulting VFP and stats for that department.
14. Personally inspect the department.

Continue the above cycle.

Give copies to staff in that dept and to the execs so they'll know what you're working on.

Send two copies of each mini program to the FOLO which will keep one and forward the other to Data Files Flag.

Neither the FOLO nor Flag has to okay a mini program.

GUIDELINES

Use the following rules:

- A. Organize only toward actual production.
- B. Post only in the direction of production.
- C. Make execs of the affected area handle any flaps. The CO or ED is not "flap crossroads".
- D. Use OEC and Management Volume admin tech and quote it in orders.
- E. Don't be reasonable.
- F. Don't take the conclusions of a junior.
- G. When people can't get it done find people who can.
- H. Don't tolerate out-ethics.
- I. Use EstO Tech.

- J. Realize an Org is a purveyor and service depot for standard tech, Dianetics and Scientology.

DELIVERY

Completed Intensives and completed courses are the key-note to an Org's prosperity. These stats continue to be reported.

Gear up to really deliver. This requires a TTC, auditor recruitment, and a well staffed Academy and HGC that works and is on the ball.

GI

There are several distinct sources of GI in an Org. Make each one work to independently support the Org.

These are:

Department 6.

Department 18.

Department 5.

Qual.

Department 7.

Department 4 (books, packs, meters, etc.).

Income comes from different sections of the departments within the department.

All this data is in OEC volumes.

Every one of these points of GI entrance should be producing.

There is also a system of examining invoices to find out what geographical areas the Org's people come from and saturating these areas with promo. The local GO used to do this for the Org even though it isn't really a GO function. The GO system used at SH was best.

FSMs have to be built up and cultivated - and paid promptly.

Refunds have to be held to a minimum by actually delivering and delivering very standard tech.

One has to get all the GI doors open and functioning - a thing to remember in doing departmental inspections. Is there any door there to open? And if it is there, is it open?

PRODUCTION VS ORGANIZATION

You can organize with no production and you can try to produce without organizing.

You have to keep a nice balance between these two.

MINI PROGRAM

As you will be getting these done regularly in short spaces of time, write doable ones that don't take long to finish.

You can defeat an Org with 10 page 200 target programs.

An Org can be put into a productive winning frame of mind with short doable programs.

. . .

It takes good sense to do a mini program that lets the department win. It's easier to keep track of, when you pin the individual programs on a target board and get the dones marked in so you know what mini program has to be debugged and when you have to do a new one.

FOLOs

The FOLO handles the overall Org health of a Continent.

The FOLO must get this LRH ED in and being done effectively and to ensure the ED does have control of his Org.

Where he doesn't as shown by lack of stat response, particularly Paid Comps, GI and Intensives Sold and Delivered and Courses Sold and Completed and Div 6 Services being delivered to a happy public and books pouring out into public hands, the FOLO must intervene - not piecemeal but thoroughly and only on a broad failure of an Org to prosper and deliver.

NETWORKS

The duties of networks in reporting and executing remain unchanged and their PL authority is undiminished.

FLAG

Evaluations of Continents and individual Orgs are done at Flag. This LRH ED is a factor in all such evaluations. Flag also manages FOLOs and sees that they operate properly.

Flagrant FOLO, Continental or Org out-ethics or out-tech, high refunds or lack of a prosperous and delivering Org are the primary targets of Flag Intervention.

Flag actions are not piecemeal but are directed at whole Orgs or Continents.

CROSS ORDERS ANDINTERFERENCE

Where Networks, Flag and FOLO orders cross order each other into an Org, or where a program for the Org is unreal, the CO or ED of a FOLO or Org must telex the Emergency Officer of the Office of Evaluation and Execution, which is situated in the Office of LRH, Flag for clarification.

Protection claimed by reason of upstats, if claimed on falsely reported or padded stats can result in Comm Ev or removal. Therefore, any clarification request must also carry "I attest my stats are true."

Clarifications will be done mainly by policy reference.

Request for clarification is not to be actionable by a FOLO, Flag Bureau or Aides in any way.

NEW TECH

There are tons of new tech, new Rundowns, new shorter checksheets being issued. This is the Year of Tech Breakthroughs.

You will be getting these and their marketing packages straight along. There is even a new unit exclusively devoted to exporting these to you.

You already have NED. Rave, rave successes are pouring in about it. An Org that can't sell, train and deliver that ain't.

Class IV Orgs can transfer their Class 0-IV students at once to the new shorter checksheets with all their bright new tech. So getting Dianetics and Scientology auditors trained is a snap now. You have a world monopoly on the only and finest tech.

So there's nothing holding you back.

The only claims that can exist would be in your imagination.

SUMMARY

What you want, isn't it, is a happy, productive, prosperous Org that is servicing its area to make it happy and prosperous.

So (as production is the basis of morale), ask this of any mini program you write: Will this give us a happy, productive, prosperous department?

Well, have at it. You've got the steering wheel.
Where's the throttle?

Love,

RON



L. RON HUBBARD
FOUNDER

LRH:at:dr:kjm

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 291 INT

11 March 1977

To: ALL EXECUTIVES AND STAFF

From: RON

RON'S JOURNAL 29

TOP MANAGEMENT

I don't suppose they have told you, as they are modest people, but the whole Aides, Flag Bureaux and International LRH Comm Network have, in just the past few weeks, undergone a total and sweeping overhaul and reorganization.

Allen Buchanan is now Staff Captain, Anne Taskett is now CO Flag Bureaux. Maggie Butterworth is now LRH Comm International (earlier called "CS-7").

Actually, aside from the last, this reorganization is many weeks old.

They are now well under weigh. I am sure you have noticed the change on your lines.

These are all old, tried and true veterans in management and they are all very popular as well as effective.

There is new certainty and firm forward planning. This is reaching out to the FOLOs which are also being upgraded by them.

There is also a new CS-Estates just going on post at Flag: Hank Laarhuis. He will be putting a Flag Estates Bureau in which in turn will be putting Estates Bureaux in in each FOLO and these will be putting Estates COs and Managers into every org. This will result in a MEST upgrade as well.

So don't suppose that just your org is being asked to upgrade and expand.

Along with LRH ED 288, this is a whole new look.

The determination is to expand the size and delivery effectiveness and prosperity of every org on the planet and begin a new era for Scientology.

And why not? Most of our one-time enemies are whimpering in damp holes -- those that are still able to breathe.

And good old Dianetics: The Modern Science of Mental Health in its 27th year sailed back up onto the public distributor Best Seller lists and is Number 6 and still rising! No other book in history has ever done that, they say.

Now I'm telling you this so you don't invest in video players. The few orgs that have (only 3) can sell them. And I have told the CO Uni-Med to tell everyone who has made advance payments for videos that any such will be applied to Super-8 releases.

All this is in the forming stage. At this moment, all the organization and script and filming work is in the immediate future and it will be a while before you see your first promo and tech Super-8 color magnetic sound promo and tech releases. In fact I don't know if the release print will be in cassette form or reel to reel as not all the data is in. However, that is minor.

So a whole new hat just sailed in my direction. I am going to have to script and film about 24 half hour tech releases for you. From evidence, it would be a bit out-tech dangerous to have someone else scripting and directing things like E-Meter reads and TRs. So you'll have to be a bit patient while I patch together a studio and wind up a camera and get these out.

Would you believe it that there are TWELVE separate subjects related to an E-Meter? That means TWELVE separate scripts and productions. You can believe that there is that many about TRs. And I'll have to script and film these as well. That's two dozen scripts and productions to start with. And so far I only have them in title form! Whew!

But think of what this will do for your tech! Wow!

It has been found that word clearing, for example, got totally broken down because the TRs and metering connected to it were never stressed in the W/C Series. They are now. And it has been found that people had trouble on Scn courses because of all their Mis-Us on prior wog courses. So we can't really get a lot of students flying until we W/C their WOG courses. And TRs and metering are out so we can't word clear. That sort of thing.

Well, I can script and shoot these films so they can't help but communicate the tech, Mis-Us or no Mis-Us. All in bright glaring Technicolor Big Screen Productions! They'll be in foreign languages too.

I had an idea of how to get these to you. I can defray a lot of side costs of scripting and so on and try to get the prints down to around \$200 each to you. But that's still a lot of whole wheat. To get a full set and a sound projector for your org might cost around \$5,600 (which is what the video player alone would have cost you, by the way) I thought maybe you could get all auditors and ex-students in your area to chip in to get the right to special viewing as each one came out while you showed them as well to your Academy students. Probably Flag will send you such a program. But you needn't wait on that. The money wouldn't come to me: it would go to a local fund or to Flag. And it would cover the printing of the films and their distribution and the Super-8 Magnetic Sound projector and screen for your org. Write CS-PrB (Commodore's Staff Promotion and Books) on Flag about it. It would really put you in business technically. And then, of course, afternoons and evenings you would have the equipment to use in your Division Six to show Super-8 Color Intro Films -- which are also in a planning stage.

TECH CORRECTION

I want to thank all the good people publicly who have been avalanching in rave mail on HCOB 24 January 77 "TECH CORRECTION".

It has created a wave of enthusiasm and tremendous determination to get in Standard Tech.

You guys can say the nicest things!

THE "PTS CASSETTE"

The Church is just polishing up the finishing touches on a cassette for public sale called "CAN WE EVER BE FRIENDS?".

You will be getting the release notices very soon.

This is quite a tour de force (a big production). It is designed so that any person connected to or who knows an antagonistic person can buy one and send it to him.

It is QUITE something! The effects it will create will be majorly beneficial to one and all. But some of those antagos are going to find it pretty hair-raising. Talk about sending a cat amongst the pigeons -- this one sends a peace tank amidst the tigers. It will be \$6.50 and available from Pubs Orgs and org bookstores. It pleads the cause of the PTSer and says for him a lot of things he's been trying to say -- but this time it will stick!

VIDEOS

The Universal Media Organization (to which I have not been connected for some time) earlier announced to orgs that promotional and tech videos would be being made and exported and that orgs should prepare to buy video playing equipment.

Well, I am sorry to say, this program has had a big change and one for the better -- much better.

Video playing equipment is very expensive and the viewing result is pretty dull. After all, people squat around the boob tube in their homes.

I have just finished weeks of research that Uni-Med omitted and have found the old truth of the mystics still holds -- when a wooden door (one easy to go through) closes, an iron door (one hitherto impossible to go through) opens.

Super-8 color magnetic sound is FAR better picture and sound quality when professionally done, makes a much bigger display to more people and is far cheaper. Only costs a few hundred to buy the playing equipment compared to many thousand for the video.

I also got half hour program Super-8 color magnetic sound copies down to a point where they compare to video cassettes. And far less internationally.

These Super-8 half hour programs can be played anywhere in the world -- whereas video cannot be.

Shooting Super-8 for the original does not give the best quality but shooting 16mm for the original and reducing down to Super-8 for the release prints gives wonderful, crisp, bright copies.

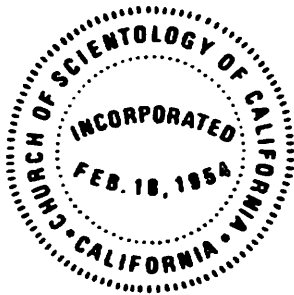
This is all future, of course. Right now you have to make-do with what you have and get your tech in and the org big and prosperous any way you can. But I want you to know the cavalry has heard the appeal about the redskins surrounding your wagon train and are at least saddling up! All you got to do is hold the fort.

(How I'm going to build a studio, script, direct and process two dozen tech shows on top of everything else is my problem. Good thing I have a persistent F/N these days!)

Anyway, all I really want to tell you is that you are in good and newly polished up hands, that the sun is shining, that the future looks pretty darned good and that I'm very proud of you for doing the great job you are doing.

Love,

Ron



L. RON HUBBARD
FOUNDER

LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 289 INT

16 November 1976

To: ALL EXECS AND STAFFS

From: RON

Subject: GENERAL BRIEFING ON MY CURRENT ACTIONS

In the past few months I have been engaged in several orgs and continental areas on expanding our activities.

This has consisted of accumulating data, doing numerous evaluations, finding and handling numerous outnesses and in general getting the show on the road.

A general briefing of execs and staffs is in order so that planning and follow through can be coordinated in the various areas.

The successes of these actions are already making themselves felt in terms of HE Planetary GIs and other benefits and we are not just moving into a new ball game, we are moving into a whole new ball park according to results coming in on some of the earlier actions taken.

I am not including here the lengthy data and whys as that would make this briefing far, far too long.

From this brief summary, you can however, see what is going on and where we are going so that you can back it up.

Following are the most important handlings which will affect, one way or another, you or your org.

1. INFLATION: World inflation has increased to such a degree that we have had to act. However, sudden rises in prices in the past have been followed by stat crashes. I finally worked out SOLUTION TO INFLATION, LRH ED 284 INT. This is a progressive price rise. Using it and "Buy Now" has sent GIs spiraling. In each successive month "Buy Now" can be used and must be used in order to prevent a stat collapse. As this is also creating a huge backlog in delivery, another campaign has been telexed out to "Get your service now and avoid the later rush." Call-in terminals must be FAR more active than at any time in the past in order to get this backlog cleaned up and kept cleaned up. Lack of staff to clean it up is the subject of other plans. The point is that "BUY NOW" and "TAKE YOUR SERVICE NOW TO AVOID THE RUSH" are continuing campaigns which must be in from here on out. Any org not using these is likely to remain dinky and troubled.

2. LRH COMMS AND FRS ON PRODUCTION: The LRH Comm and FR Networks have constantly been pulled into production and whenever an effort was made to get them on their own posts, stats went down. This is being handled by LRH ED 285 INT, LRH COMMS AND FRS AS ADDITIONAL PRODUCTION EXECUTIVES. The deadline on this is 31 Dec 76 and as that date is near and as a fine begins for orgs after that date, a heavy push to get it done must be going forward right now.

3. INADEQUATE TECH: I noticed on a telex line that the Student Hat and the Basic Study Manual were either-or mini courses that must be done before any major course. This resulted in dropping out the Student Hat in orgs over the last few years and led to the bulk of the technical trouble some orgs have been having with new students. Unless a student has done the Student Hat there certainly isn't much chance of him learning anything. The Basic Study Manual is all right for mini courses and schools but it is certainly not okay for a major Scn Course. BOARD POLICY LETTER 18 OCT 76 was written as a result. It was always practice to give away the Student Hat as a one time action for any major course. Someone knew best and changed this. Right now it can be used that the Student Hat is free with any major course on a one time basis. As further correction, in new Internships it will be required that the interne do the Student Hat first if he has never done it. This will catch up and handle the misunderstood word phenomena that has been plaguing some orgs.

4. PTS HANDLING: I found that Potential Trouble Source handling has mysteriously vanished over a two year period. This came up when it was found that a Tech exec had misdones an order to put rundowns on the grade chart and, of all things, had put PTS handling along with Expanded Dianetics! This of course blocked routine HCO and other handling of PTSes and pcs as they "had to wait until they got to Expanded Dianetics" to get their PTS handled. This caused HGCs and even staffs to flood with PTSes which are actually handled on their PTSness FIRST and then audited. Fortunately the printers were able to get my HCOB into the new HCOB Volumes (Vol VIII pg 427-A) so the error would not be perpetuated by the XDn HCOB which was rewritten to include it. I also did a pilot on handling by getting some auditors trained on the BPL (it took them about two weeks) and getting them to handle some PTSes and then taking the same number of PTSes and making them simply study the materials on the checksheet. The results of these have been published as HCOB 20 Oct 76 and are very illuminating indeed. The conclusion was that a person who is "PTS" should be audited and ALSO should then study the checksheet; this was issued as HCO PL 20 Oct 76 and will also be issued as an HCOB. Using BPL 31 May 71RC, getting some auditors trained on it and the PTSes rounded up is now cleaning orgs and field of PTSes. It was quite a backlog!

5. FSO DELIVERY: The FSO was backlogging in delivery and I had to intervene. A very flat out campaign was begun wherein all auditors in the org (there were many of very high class) were rapidly updated in Qual, polished up and put in the chair and a mammoth call-in was begun. This was done in such a way that even FSO Tech Quality was upgraded when it was already high. The Value of Services Delivered soared to all time highs and not only was new and old public swarming in and getting large amounts of daily service but the FSO had, of all things, some idle auditors left over! These were restored to post while delivery continued to soar and auditor recruitment and training were also beefed up. So FSO was made to begin to earn reputation for INSTANT DELIVERY! (I made it very plain to the FSO that an All Hands can go on for just so long without breaking the back of an org, and their procurement and other actions to get plenty of auditors in and polished up is nearly as intense as getting in pcs!)

6. PRODUCT OFFICERING: I found earlier this year that pushing products was often complicated by some execs in that they did not really name, want and get their products and wrote HCO PL 7 August 76 Issue I, Issue II and Issue III. This is the beginning of a long series which will gradually place the Product-Organization (Prod-Org) System into PL form. The bulk of the system is already on tape and is known to most execs.

7. STAT PUSHING: There has been quite a bit of "stat pushing", meaning just yelling for the stat with no attention to what it takes to get one. I recently wrote HCO PL 20 Sept 76 THE STAT PUSH, which was quite well received & a second PL giving the real tech on how to set Production Quotas. There is nothing wrong with demanding production and doing it providing both the demander and doer have some idea of how to go about getting it. It is the SUB-PRODUCTS you have to know and know how to get! (See HCO PL 16 Nov 76.)

8. PROVISIONAL CERTIFICATE EXPIRY: The Provisional Certificates of persons who have taken only the Academy Course, by policy and tradition, expire after one year unless validated. As the procedures of validation have become obscure, it was necessary to release HCO PL 25 October 76 which sets the policy that an Interneship may be and must be taken to reactivate the certificate. This means that there are vast numbers of certificates which have just expired and which will require Interneships.

9. INTERNESHIPS: As a result of a tech observation mission (which was a beautiful mission and sent stats up wherever it went) Interneships have been under overhaul for some months. It was found by alter-is by others, Interneship checksheets were making people repeat their Academy Courses and had checksheets within checksheets and made an endless scene. A mission already in an org and another one I just requested are finishing up these checksheets and they should be leaving Flag in a week or so. Although students on Interneships are also covered by the fact that changes in checksheets on a person already on a course are forbidden, I think in this case that students who are already on Interneships will welcome the shift to a shorter checksheet. Honors students who audited for Directors of Processing need sorting out on this but in most cases should do an Interneship to polish up their tech application for their own sakes. All orgs are being urged to get ahead with these Interneships. AOLA has been granted the right to conduct Interneships at all levels as well as give the Class VIII Course. AOLA Interneships for all classes from Dianetics on up will award a SILVER CERTIFICATE to auditors who Interneship at AOLA.

10. COURSE SUPERVISORS: Recognizing that Course Supervisors are fully as important as senior auditors, I sought some means of upgrading their status. HCO PL 24 Oct 76 Issue II gives the necessary qualifications for a Course Supervisor to become a Professor. All qualifications can be attained in one's own org.

11. SENIOR CASE SUPERVISORS: For some time it has been difficult for orgs to obtain Senior Case Supervisors due to requirements making it necessary for the person to be trained lengthily elsewhere. HCO PL 24 Oct 1976 Issue III puts it in the reach of any experienced auditor in any org by making the training for it possible within one's own org.

12. DEAN OF TECHNOLOGY: As Class VIIIs have usually been the Senior C/Ses in orgs, it has been necessary to find a new level of designation for such senior auditors. As a result HCO PL 24 Oct 76 Issue III gives the qualifications of a GOLD CERTIFICATE CASE SUPERVISOR and the title DEAN OF TECHNOLOGY and the powers of the title and post. It will be noted that orgs who have one as well as Silver Certificate Auditors will have a considerable edge in closing pcs, just as an org whose Course Supervisors are Professors will have the edge in closing training.

13. HCO AND QUAL GDS CHANGES: The interchanges I have had recently with COs and EDs showed very clearly that almost all of them were having recruitment, hiring and staff training troubles. Since active recruiting and hiring (and failure to handle PTSes) was neglected over the last two and a half years and some contracts were expiring, it looked to a few of these heads of orgs like they were losing their best staff. Well, contracts are always expiring and when recruitment and hiring has been in neglect it can make a startling cliff edge suddenly beheld. Seeing this I worked out two new stats which take effect 25 Nov 76 and will be reported for the first time 2 Dec 76. These are both GROSS DIVISIONAL STATISTICS. They are both point systems and get straight to the root of the matter. HCO's is "Number of qualified staff recruited or hired for that week" and Qual's GDS becomes "Fully qualified and trained staff members in the org, cumulative". These are intended to get any Counter Intention to recruiting and hiring and training staff off the lines by making it vividly visible on the stats that are most seen and used and by which COs, EDs and orgs are known -- the GDSes. It should be noted and is the subject of a later PL that what "qualified" means to HCO recruiters and means to Qual trainers are two entirely different things. For the moment HCOs can sign up and count anyone who is not a flagrant criminal or a declared Suppressive or a blown staff member etc. (See PL 11 Nov 76.) HCO qualifications for different org levels will eventually be published. Qual's qualified means exactly what it says in the PL. The points and other data are given in HCO PL 4 Nov 76.

14. LRH COMM NETWORK: The purpose of this Network is being changed to something on the order of "To prevent LRH from being pulled into single-handing by neglect of proper management." That isn't it precisely but it gives you the idea. The International HQ of this network will be removed to a distance from the FB and will serve as a channel to catch and handle neglected situations in orgs so they don't come knocking on my door at 2 AM with long shiny teeth. I will not be at or near that HQ. It will be under CS-7. Although this is largely in a design stage, actions are already in progress to situate it and set it up along with an LRH Comm School. Its pattern of organization will be somewhat similar to the Guardian Office but it will not be HQed in the same place. The GO is at WW and the Int LRH Comm Office will be at the office of the directors of the Church. This change does not mean I will be there single-handing. It means it will be elsewhere getting me off the necessity to occasionally do so.

15. FLAG OPERATIONS LIAISON OFFICES: FOLOs will shortly have LRH ED 153RK to go on. It has taken a pilot and a lot of research to work out better FOLO operations. The material is already here but I have to get it written up.

16. RON'S JOURNALS: You will soon get individual org and broad public RJs. They will be in cassette form, stereo. LRH PERS PRO will alert you any day now about it. You will have to do some preparatory work for it to be properly utilized, including renting or obtaining a high quality stereo cassette player and excellent quality stereo speakers. With the preparation you will get crowds and with the equipment you will get the full value of the recording quality (which will be excellent and deserves decent speakers).

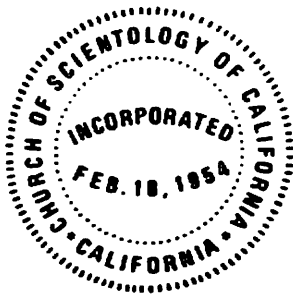
17. THE NEW GAME: You have been wondering what the new game will be. You now have it in LRH ED 288 INT. Someone tried to continue the old game by putting my name on LRH ED 259-1RC and I had it cancelled. The occasional practice of putting my name on issues I didn't write or even see has now been very thoroughly forbidden. It was amusing to note that these mis-signed issues were the only unpopular ones on the line! It follows right along the line of all the other work I have been doing. And that many of you are now doing. Telexes are pouring in from EDs on LRH ED 288 and the New Game has begun with a rocket take off.

So anyway, consider yourself somewhat briefed. If it seems like a lot, realize it's just backlog I have had to catch up all in a moment. It does seem that some can go along for months or even years neglecting some sit they had plenty of time to spot and handle when it began and then suddenly it roars on up the org board and I have about ten minutes to get the data and resolve it before it blows some people's heads off. Ah, well, such is life on this planet.

But then, I don't do too badly with single-handing and I sure must say that I get support from one end of this world to the other like flash. You are really great guys and I appreciate you.

Love,

Ron



L. RON HUBBARD
FOUNDER

LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 288 INT

5 November 1976

To: All Orgs All Continents
All Staffs

From: RON

Subject: BIRTHDAY GAME FOR '77-'78

References:

HCO PL 4 Nov 76, HCO AND QUAL STAT CHANGE
HCO PL 12 Nov 76, STAT CHANGE, TECH SEC STAT
HCO PL 25 Oct 76, PROVISIONAL CERT EXPIRY
HCO PL 20 Oct 76, PTS DATA
HCO PL 22 May 76, STAFF SECTION OFFICER HAT
HCO PL 10 Nov 76, STAFF COURSES MANDATORY IN ORGS
LRH ED 284 INT, THE SOLUTION TO INFLATION
LRH ED 176RB INT, AUDITOR RECOVERY
New Internship Checksheets about to be issued.
Your Org Pgm.
Int programs which will be issued for this game.
LRH ED 153RK INT
SO CED 58 INT, NEW LRH TRAINING & INTERNESHIP
REQUIREMENTS IMPLEMENTATION
SO CED 59 INT, GET IN HCO PL 24/10/76 "EX-STAFF
FREE SERVICES" PGM
SO CED 60 INT, AUDITING FOLDERS, OMISSIONS IN
COMPLETENESS
SO CED 61 INT, GETTING IN NEW HCO GDS AND HCO
AND QUAL STAT PENALTIES
SO CED 61-1 INT, REF: HCO PL 4/11/76
"URGENT STAT CHANGE"
FPGMO 328, IMPLEMENTATION PGM FOR PL 26/10/76
"AUDITING REPORTS, FALSIFYING OF"
FDDs DIV VII INT IMPLEMENTATION ORDERS ON ABOVE
136-140 PLs, FOR LRH COMMS
Plus issues which will be issued from time to time
to help the game.

The new game for 13 March 1977 is 50% of:

A FULLY MANNED, FULLY TRAINED, PROSPEROUS
AND FULLY DELIVERED ORG BY 13 MARCH 1977.

The game for 13 March 1978 is ALL of:

A FULLY MANNED, FULLY TRAINED, PROSPEROUS
AND FULLY DELIVERED ORG BY 13 MARCH 1978.

Definitions:

FULLY MANNED: Manned as per allocation board authorized
from Flag including FR and LRH Comm, GO and Dist Sec.

FULLY TRAINED: Per HCO PL 4 Nov 76 definition for the
Qual Stat.

PROSPEROUS: Cash/Bills wide apart, GI in new high
range.

FULLY DELIVERED: All Advanced Payments used up to the previous month and Value of Services Delivered equal to the GI or greater in late-February and March.

50%: Must include half the full allocation but all the posts filled from the top: CO or ED, D/CO or D/ED, DD/CO, or DD/ED, Div Heads, full HCO & Qual, FR and LRH Comm, GO and Dist Sec.

FULLY: Includes S/C or HES, Chief Officer or OES, Org Officers for Deputy COs or EDs and Deputy Deputy COs or EDs and Org Officers for S/C or HES and Chief Officer or OES, Org Officers for Div Heads, a Snr C/S, Dean of Tech, Professors on leading Supervisor posts and fully Interned Auditors in the HGC, and a 1 to 1 Tech:Admin ratio and all allocated posts manned including FR and LRH Comm, GO and Dist Sec.

IMMEDIATE PROGRAM

0. Begin a mammoth call-in and deliver every service you can.
00. Get Div 6 flat out getting new people in before you totally cannibalize your CF.
1. Get an allocation board made up for your org showing the number of staff and their posts that it will REALLY take to run your org and deliver, deliver, deliver in Div 4 and Div 5 as well as other divisions. A 24-hour turnaround has been arranged with the new Ext HCO Aide FB. Meanwhile, start manning it up.
2. Get the checksheets for the staff courses needed from Training & Services Aide FB.
3. Get your hiring and recruiting going full blast and use any programs and promotion sent to you that will assist in this as fast as they are released.
4. Get your org program wrapped up fast.
5. Get any new general inflow program sent you going full blast to pull new public in.
6. Get the specially released programs for this game into action as fast as they arrive.
7. Get LRH ED 176RB INT, Auditor Recovery (Updated) into use.
8. Use HCO PL 25 Oct 76, Provisional Certificate Expiry into full use so that you interne those you previously trained without Interneship, using the new shorter Interneship Checksheets.
9. Continue to use LRH ED 284 INT, The Solution to Inflation, with "Buy Now" to the public.
10. Use "Take your service now before the Rush" and engage in a heavy call-in.
11. Use All Hands auditing actions, using all classed Auditors in the org a few hours each of their work day with their post production continuing until you get Auditors, C/Ses, Word Clearers, Supervisors on post and can use people on your Interneship as fast as they qualify for OKs to Audit.

12. Post and give the Tech Sec the Stat of VALUE OF SERVICES DELIVERED based on the value of hours and course hours and completions for that day and week.
 13. Establish a fully operational bookstore which also does mail order of books, meters and tapes.
 14. Get OEC Volumes stocked and being sold.
 15. Get Admin Dictionary stocked and sold when out.
 16. Get HCOB Volumes stocked and being sold.
 17. Get Tech Dictionary being sold and used heavily in all tech courses, Internships and cramming.
 18. Launch and fully utilize the Volunteer Ministers Program by getting the book sold to public and pushing the program.
 19. Hold LRH Tape Plays for field and public on good tape-playing equipment.
 20. Get a real and active Div 6 using the latest programs.
 21. Get an actual Dept 5 there, a full on-policy CF and Addresso, no backlogs and Letter Reges pulling in cash in the mail.
 22. Get Depts 5, 6, 7, 17, 18 each one of them independently pulling in enough money to support the org and more.
 23. Get a Dept 10 that really calls in.
 24. Get a Dept 11 that really trains in volume.
 25. Get a Dept 12 that really audits in real volume.
 - 25a. (SO-AO Orgs) Get an AO Div fully functioning and independently making enough to more than support the whole org.
 26. Put a Qual there that really handles and trains staff and reviews flubs on public rigorously.
 27. Establish an actual EC and use it.
 28. Establish an actual Ad Comm and use it.
 29. Run by Battleplans and established program priorities.
 30. Post and Chinese School your full Org Board. Red flash the posts that have to be filled to make your 50% target.
 31. Run a "Problems of Work" campaign on your staff so they begin to complete cycles of action easily.
 32. Get a full fast flowing internal comm system in.
 33. Keep your staff briefed on APR, APU and VSD.
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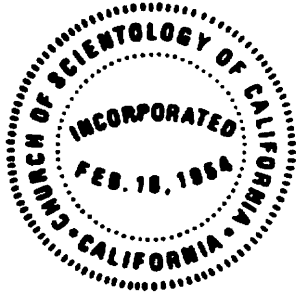
We are backlogged in putting an org there that can deliver and are backlogging in delivery at a mad rate.

So let's go!

It's a whole new ball park! Whole new stadium!

Love,

RON



L. RON HUBBARD
FOUNDER

LRH:nt:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 285 INT

26 September 1976

To: FLAG BUREAUX
FOLOs
ALL EXECS

From: RON

Subject: LRH COMMS AND FRs AS ADDITIONAL
PRODUCTION EXECUTIVES

I have just found the why of the contraction of some orgs. It is important to every org as well as the FB and FOLOs.

It was inferred in the Board Policy Letter 31 August 1974 Issue II Series, further revised 12 Dec 74, that one had to prove a compliance to a program by showing the stats for an LRH Comm stat to be valid. This began to put LRH Comms directly on the org's main stats.

In BPL 16 Sept 75 the point is very blunt. It says, "FOR A COMPLIANCE VERIFICATION TO BE CREDITED THERE MUST BE AN UPSURGE IN THE STAT TO WHICH THE LRH PROGRAM IS ADDRESSED."

The Flag Reps in orgs soon followed suit.

The result of all this in actual practice was to put the LRH Comm and the Flag Rep, in many orgs, directly onto production debugs.

Thus two networks were made into additional production executives. Each org had, in effect, three EDs or COs on production.

This of course made it completely unnecessary for an org to have an HES or an OES or the equivalent executives as their duties, in a sort of mish-mashed way, were being done by the LRH Comm and Flag Rep in many cases.

In WUS the two upper executive posts simply vanished and any attempt to straighten out the lines found the EDs and COs suddenly realizing they were missing some product officers.

For some time past it has been believed that if you put the LRH Comm back on LRH orders and establishment and the Flag Rep back on the org's program, stats would crash. And this is observably true BECAUSE THE LRH COMMS AND FLAG REPS HAVE IN MANY INSTANCES BEEN ACTING SOLELY AS ORG PRODUCT OFFICERS.

Thus some orgs have contracted in size since many vital establishment actions and org programs went relatively unheeded. The result has been crops of "PTsEs" who were never handled (and sometimes blew), no HCOs with resultant out-ethics and personnel shortages, untrained staffs and org evaluations either non-existent or undone.

In other words, the proper balance of organization and production was thrown out.

It is amusing that some EDs complained about the Networks ripping off their best staff when in actual fact the EDs, FOLOs and FB (following policy written by somebody else and never seen by me) were ripping off the LRH Comm and FR Networks!

A state of affairs has now come about wherein an effort to straighten these lines out and get the orgs established and evaluated org programs out & done is in some orgs resulting in a stat crash.

There are a lot of things in some orgs that need handling: personnel, staff training, de-PTSing, reconstruction of the form of the org department by department. Org in-tech delivery needs increasing. Org income with resultant higher units, bonuses and facilities needs great improvement.

What we are going to do right now is contained in the following general program:

1. Every LRH Comm who has been acting as a product officer in an org is to continue those actions, while finding and training a replacement who can be posted as a D/ED (or D/CO) for Production.

LRH COMM _____

2. Every Flag Rep who has been acting as a product officer in an org is to continue these actions, while finding and training a replacement as a Deputy Deputy ED (or DD/CO) for Production.

FLAG REP _____

3. The LRH Comm is to turn over his/her Product Debug Hat to the replacement on production lines.

LRH COMM _____

4. The Flag Rep is to turn over his/her Product Debug Hat to the replacement on production lines.

FLAG REP _____

5. Where no LRH Comm exists in the org, one is to be found and appointed.

HAS _____

6. Where no Flag Rep exists in the org one is to be found and appointed.

HAS _____

7. The FB may continue to use the LRH Comm and Flag Rep Networks to debug production in any org until the above targets have been done in that org, at which time the line will be shifted to the replacement by new title.

CO FB _____

8. The CO FOLO, Continental LRH Comms, Org Managers and A/FRs may continue to demand production actions and debugs from LRH Comms and Flag Reps in addition to the EDs until the replacement comes on in each individual org and until the replacement takes over at which time for that org the Flag-FOLO-Org line will come off the LRH Comm and Flag Rep line for production and will revert for

that org to the proper duties of the LRH Comm and the Flag Rep.

FOLO CONT'L LRH COMM,
CS-7 AND A/FFR FLAG
AND FRs

9. The D/ED (D/CO) for Production in an org is to specialize on debugging and obtaining products in Divisions 7, 1 and 2.

ED (CO) OF AN ORG

10. The DD/ED (DD/CO) for Production in an org is to specialize on debugging and obtaining products in Divisions 3, 4, 5 and 6.

ED (CO) OF AN ORG

11. Nothing in this issue relieves an org of the responsibility of having an HES (Supercargo) and OES (Chief Officer) on post performing their routine OEC duties.

LRH COMM OF AN ORG

12. Every org is to establish an OEC Course for Staff which can be attended part time.

LRH COMM OF AN ORG

13. Nothing in this issue relieves the LRH Comm from establishment actions or the Flag Rep from getting the org's own program done in the org.

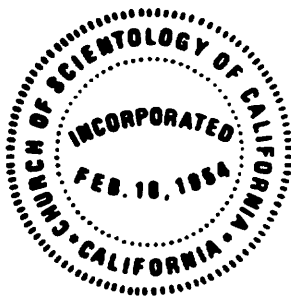
LRH COMM
FLAG REP

14. Any org which has not executed this program in full by 31 Dec 1976 will be subject to a fine of \$100 a day until it is finally in.

CS-3

15. Points for any target in this program count double for both the LRH Comm and Flag Rep.

LRH COMM
FLAG REP



L. RON HUBBARD
FOUNDER

for the

BOARDS OF DIRECTORS
of the
CHURCHES OF SCIENTOLOGY

BDCS:LRH:nt:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 284 INT

16 September 1976

To: ALL STAFF
ALL CONTINENTS

From: RON

Subject: THE SOLUTION TO INFLATION

For many years now our donations have remained at a set figure. In actual fact we have not substantially changed our price list in a quarter of a century.

In that same period of time, the economy of the world has been the subject of inflation repeatedly and continually. Money is worth less and less and buys less and less.

Inflation in the United States is approximately 9X for many commodities. In the United Kingdom inflation is nearly three times as bad.

Wishing to give all possible service, we have not changed our set donation figures. Yet the cost of furnishing those services has staggeringly increased.

This situation is working a great hardship on our staffs as individuals; it is reflected in the sometimes poor image of an org's quarters. And it can and in some cases has influenced the quality of delivery.

Therefore, at this time, we have no choice but to adjust set donation figures. But to do so suddenly would work great hardship on and deny those services to our public and parishioners.

Until a recent study was complete there was no solution other than a sudden and huge price rise. Fortunately I have found a solution which avoids this.

Accordingly, henceforth, beginning at midnight 31 October 1976 the requested donations of all services, books, meters, courses and processing, will increase 5%.

On 30 November 1976 at midnight, all these prices will be increased 5% over October.

In the United Kingdom, however, where the level of donations was already only half that of other parts of the world for each item and service, the increase will be 10% per month.

Thereafter, at midnight on the last day of each month, the expected donations will increase 5% over the past month.

The formula for calculating the price or donation for any month for any item or service for any continent and any currency is simply to multiply the prices of the past month by 1.05 (1.10 for UK) and this will give the amounts for the following month.

Where any service or item is FULLY paid for in any month but not taken until some later time, it will be delivered at the price paid for it.

In view of HCO P/L 26 June 1963, HCO P/L 31 Oct 1964 Issue II and HCO P/L 1 Sept 1965, Missions are bound not to charge less than orgs do, whereas they can charge more. Thus Missions must also follow this procedure.

Saint Hills and Advanced Orgs must also follow this procedure.

For the moment the Flag Service Org does not have to follow this policy but may do so at a later date.

All persons donating for services should be given the full reasons for this slight increase: so that our staffs can live, so that we can take better care of our buildings and so that we can give better service.



L. RON HUBBARD
FOUNDER

for the

BOARDS OF DIRECTORS
of the
CHURCHES OF SCIENTOLOGY

BDCS:LRH:nt:bk

NOTE: Through the period 3 July 1977 to 1 February 1981 there were several additions to this issue. As they applied only to prices for this time period, and are therefore not lasting (timeless advices) they are not included in this pack.

L. Ron Hubbard

EXECUTIVE DIRECTIVE

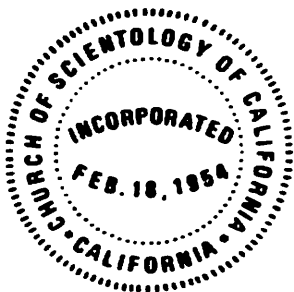
LRH ED 283 INT

15 September 1976

CANCELLATION OF ISSUES

As the majority of these were not written by me and because there is some question as to their value, the following issues are cancelled:

1. LRH ED 259-1RB INT, 17 May 76, Corrected & Reissued 19 May 76, "HOW YOU CAN GET YOUR 1000 AUDITORS SUPERVISORS C/SES BY 13 MARCH 1977."
2. LRH ED 259-1RC INT, 19 May 76 Revised 16 June 76, SAME TITLE.
3. LRH ED 153RJ INT, 17 May 76, "FOLOs PROGRAM."
4. FPGMO 301, 20 May 76, NO TITLE.
5. FPGMO 301-1, 20 May 76, NO TITLE.
6. FPGMO 301-2, 10 June 76, "FORCE HCO TO OBTAIN TECH AND ADMIN STAFF."
7. FPGMO 301-3, 10 June 76, "FULLY HAT ORG INCLUDING OEC."
8. FPGMO 301-4, 16 June 76, "MAN UP DIV 2 AND DOUBLE ITS GI AT ONCE."
9. FPGMO 301-5, 16 June 76, "PUSH MORE STUDENTS AND PCS INTO THE SIGN-UP LINES."
10. FPGMO 301-6, 23 June 76, "PUSH IN THE RE-SIGN-UP LINE...."
11. FBDL 643, 22 June 76, "PUBLIC INFLOW."
12. FBDL 632-1, 2 July 76, "LRH ED 259-1RC AND BACKUP PROGRAMS."
13. BPL 27 May 76, "EXEC DIR/CO STATISTIC REVISED."
14. BTB 30 Aug 71RE Revised 2 June 76, "PAID COMPLETION POINTS."



BDCS:LRH:nt:bk

L. RON HUBBARD
FOUNDER

for the
BOARDS OF DIRECTORS
of the
CHURCHES OF SCIENTOLOGY

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 276 INT

12 March 1976

TO: ALL STAFF ALL CONTINENTS

FROM: RON

A CALL FOR 100,000 AUDITORS, C/Ses
AND SUPERVISORS AND 10,000 OTs

We have certainly made progress toward our goals of auditors, C/Ses and supervisors and OTs. As of March 13, 1976, 66% of all our current active auditors, C/Ses and supervisors were trained and made active in the last year!

The total figure of active auditors, C/Ses and supervisors has increased by 250% compared against figures at the time 259 was written!

Along with this tremendous production, quality of training has gone 'way up.

There are new Orgs, new Forming Orgs, and new City Offices.

Broad promotion and booksales actions have produced fantastic results in public response.

You have worked very hard and have come a long way indeed. We are going to go a lot farther and all it takes is more teamwork and on-policy production.

You must meet those targets set out in LRH ED 259 Int. The reasons why are the same. Society sure hasn't gotten any better--only we have. With trained auditors, supervisors, C/Ses and OTs we can put in a new civilization that isn't on its way out.

Therefore:

THE CALL FOR 100,000 AUDITORS, C/Ses AND SUPERVISORS AND 10,000 OTs IS EXTENDED UNTIL 13 MARCH 1977.

We have everything we need to do it. There are programs coming to help in meeting the target. The rules are as given in LRH ED 259 which remains fully in effect.

That IS our game.

I AM PROUD OF YOUR WORK ON THIS.

CARRY ON!



L. RON HUBBARD
FOUNDER

LRH:ldv:iw

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 271 INT

2 January 1976

TO: ACTION BU
ALL FOLOS
FBOs
GOWW
DGFs
AGFs
TREAS SECS
DGLs
AGLs

FROM: RON

SUBJECT: MISSION EXPENSES LETTER OF CREDIT

Hereafter, no FBO or Office of any kind including FOLOS or the GO may contract for any expense including legal or mission on behalf of Flag without full PO and FP by Flag. The practice of obligating Flag for expenses or issuing monies on its behalf without its express PO and FP must cease.

To expedite Flag missions, FBOs may only advance monies to Flag missionaries against a FLAG LETTER OF CREDIT.

A "letter of credit", as a term, is found in banking practice. A bank issues them and a person holding one can go to another bank somewhere else and draw out money against the letter of credit. The letter of credit is issued for expenses up to a certain sum. When money is issued, in addition to usual bank procedures, the sum is debited on the back of the letter of credit with a signature of the cash issuing bank.

We will follow this same practice except that Flag Treasury is the issuer and org FBOs are the banks that give out the funds and debit them on the back.

Treasury Flag Bureau will issue on request of the Action Aide against allocated sums for which a PO may be issued. Only small travel petty cash and tickets may be drawn by the departing mission and they will be given their Flag Letter of Credit.

The amount will be estimated against the length of time the mission should be out and with minimal expenses connected with room, food and transport and local petty cash.

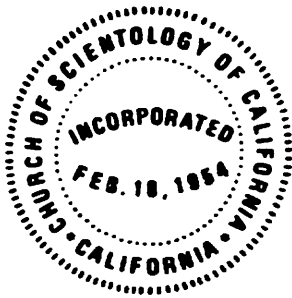
The FULL sum is shown on the face of the letter of credit. The first tickets and petty cash are issued against it and it is debited for those by the Flag Cashier, so when you see one it will already show some debits.

Do not issue the full face value of it at any time. It is drawn against weekly or at more frequent intervals. But it must NEVER EXCEED, as it is added up on the back, THE FULL AMOUNT ON THE FACE.

If the missionaries were to draw out the full amount on the front while they still have a mission to finish they would be bankrupt. Therefore FBOs are warned to treat these letters of credit carefully and not issue funds against any extravagance as their org will then have to support them at its own cost.

ANYONE IN ORGS ADVANCING MONEY OR COMMITTING FLAG TO EXPENSES WITHOUT A FLAG PO OR FP, INCLUDING LEGAL EXPENSES, TRAVEL AND, IN THE CASE OF MISSIONS, WITHOUT A LETTER OF CREDIT WILL BEAR THE EXPENSE THEMSELVES.

(The reason for this ED is that just at the end of the year \$40,000 in unknown legal expenses, \$16,000 in non-POed airfares and \$190,000 in unpaid FBO bills descended into Flag's "FP" and in early December the late finance executives expended a third of a million dollars frantically and without advising anyone in a frantic effort to pay off other hidden bills incurred without FP "on Flag's behalf". All this descended on my plate and I'm not even an executive or director. It's all covered and our credit is great. BUT we are starting 1976 right.)



L. RON HUBBARD
FOUNDER

LRH:ldv:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 270 INT

1 January 1976

FLAG
FOLOs AND
FLAG FSMs
MISSIONS AND ORGS ONLY

FLAG-FOLO FSM COMMISSIONS

Departure from LRH Policy HCO PL 9 May AD15, "Field Auditors Become Staff" has caused upsets.

This matter has come to my attention on the bright New Year's Day.

Accordingly I have sent off the following telexes and repeat them here so that their text is available to Flag Field Staff Members (Orgs, Missions, individuals who have been so appointed), Flag Operations Liaison Offices, Flag Service Consultants and the Flag Service Org so that any conflicts, dissensions and upsets are handled and stay handled:

FSM COMMISSIONS WILL BE PAID PER LRH POLICY 9 MAY AD15 PG 339 VOL 6 OEC ONLY. NO OTHER POLICIES APPLY. FSMS GET THEIR 10% DIRECT FROM FLAG SERVICE ORG WHEN PAID SELECTEES ARRIVE AT FSO. NO FOLO PERCENTS APPLY. HAPPY NEW YEAR. LOVE - RON.

ALL FOLOS FLAG FSM AND COMMISSION CHANGE EFFECTIVE 1 JAN 76. FSCS IN FOLOS, TOURS MEMBERS AND FOLOS WILL BE CONSIDERED FLAG REGES. ONLY LRH HCO PL 9 MAY AD15 PG 339 OEC 6 APPLIES TO FSMS. ALL OTHER FSM ORDERS' POLICIES HEARSAY ARE CANCELLED. ONLY ADDITIONAL PL NOW BEING WRITTEN IS THAT WHEN A FOLO'S FSC OR A FOLO'S TOUR REGES A FLAG PC AND SENDS CASH TO FLAG OR VISIBLY ASSISTS A BASE TOUR TO REG, THE FOLO RECEIVES 5% OF THE TOTAL SUM ARRIVING VALID AT FLAG. THIS IS INDEPENDENT OF 10% CASH COMMISSION EARNED BY THE FLAG FSM. FLAG WILL SEND FSM HIS CHECK ON ARRIVAL AT BASE OF SELECTEE. STUDY LRH PL 9 MAY AD15. LET'S ALL GET SOLVENT. HAPPY NEW YEAR. LOVE - RON.



L. RON HUBBARD
FOUNDER

for the

BOARDS OF DIRECTORS
of the
CHURCHES OF SCIENTOLOGY

BDCS:LRH:nt:ldv:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 269 INT

21 December 1975

17124R ALL FOLOS RLY ALL ORGS ISSUE AS LRH ED 269
INT CONTINUING THE WINTER OF THE REAL EXPANSION.

GOOD NEWS (EXCLAM) FLAG'S BASE IS IN SOARING
AFFLUENCE (EXCLAM) HIGHEST EVER STAT WEEK AFTER
WEEK (EXCLAM) THE FLAG BU AFTER FLAG EXTENSION
UNIT HAS BEEN HOLDING THE LINES IS GOING INTO
BUSINESS AGAIN (EXCLAM) EVERY STAFF MEMBER SHOULD
IMMED WRITE ME A FULL INFORMATIVE THURSDAY REPORT
ON 1) RECENT PRODUCTION 2) OUTNESSES NOTED IN THE
ORG 3) OUTNESSES HANDLED 4) PLUSPOINTS THAT SHOULD
BE STRENGTHENED. LRH COMM TO GATHER UP AND SEND
TO ME FASTEST. HERE WE GO FOR THE REAL EXPANSION.
AND THE SPRING OF THE BIGGEST BOOM (EXCLAM).
LOVE - RON.



L. RON HUBBARD
FOUNDER

LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 264 INT

13 July 1975

TO: ALL STAFF

FROM: RON

SUBJECT: INTERNATIONAL STATS SOARING

We're in a boom!

The International stats are UP! UP! UP!

In a tabulation from FOLOs as to what was getting up stats, the following was confirmed:

1. LRH ED 153RI.
2. LRH EDs 258, 258-1 and 259-1RA.
3. Excellent coordination at FOLO levels.
4. Excellent direction from Flag.
5. Training, hatting and cramming of Network juniors by the FOLOs.
6. Instant debugs of the orgs by FOLOs.

EUROPE

Europe is on another program than the above.

The LRH EDs written especially for Europe in 74 were put back in by a Flag eval of Nov. and the Continent has been soaring into POWER.

These LRH EDs were very basic and related especially to EU.

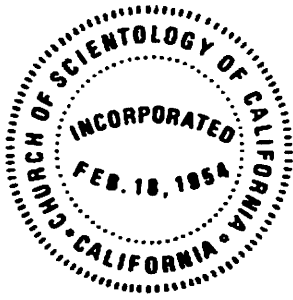
AUDITORS

Now that we are making auditors again Well Done Auditing Hours is beginning to resurge.

We need those 100,000 auditors over the world. And we are making them. Why? Because we want more active auditors than there are practicing psychiatrists and psychologists in the world. Psychiatry has admittedly failed. Psychology never got started.

So here we go on to bigger and better things all around on all dynamics.

A Highly Commended to every staff member and Scientologist who is getting the show on the road so splendidly.



L. RON HUBBARD
FOUNDER

LRH:ldv:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 262 INT

5 June 1975

TO: All Staff
All Students

FROM: RON

SUBJECT: THE DIANETICS AND SCIENTOLOGY TECH DICTIONARY

ANOTHER NEW BOOK THIS YEAR!

On the 14th of June the first copies of THE TECH DICTIONARY WILL BE IN THE MAILS TO ORGS!

It is COMPLETE!

IT WAS FIVE YEARS IN THE MAKING!

IT CONTAINS over 3,000 Dianetic and Scientology WORDS AND 7,000 definitions! FULLY DEFINED!

Every book, tape and bulletin ever published, millions of written and spoken words, were combed for Dianetic and Scientology words and definitions and then checked and re-checked.

It is a hard cover book, big, 6 5/8 by 9 1/4 inches, 592 pages!

It is beautifully printed and beautifully bound.

Here is a wealth of knowledge all by itself! Things are defined that Man searched for for 50,000 years.

This project was first begun by myself about ten years ago and many attempts were made to assemble full archives and a competent staff.

Then in 1970, thanks to Guardian Office and Archives projects, the work could begin in earnest.

And now it is all there and complete! And printed and available to you and all students.

* * * *

This will make a very great difference in speed of study.

Student misunderstandings of Dianetics or Scientology Technical Terms have led to verbal tech and slow course progress.

Because of the great size of the task and the necessity that it be done right it took a long time to make it come true.

This will make the difference between few auditors and many auditors, a difference between average auditors and great auditors.

* * * *

The task of compiling it was rendered even more difficult because every word of every definition had to be taken from the original LRH writing or tape as well as every LRH later clarifications of definition (which are all included in the book along with the word). No personal opinion by the researchers was admitted into the text. The definitions are all of them LRH definitions.

Thus, the chances of running across a Dianetic or Scientology Technical word that is not fully defined in this dictionary is extremely remote.

It is a MUST for any staff member or student or Dianeticist or Scientologist.

Clearing up any past Mis Us will blow charge like an explosion of relief or a sunbeam of cognition.

THIS BOOK MAKES DIANETICS AND SCIENTOLOGY THE ONLY PHILOSOPHY, RELIGION OR SCIENCE TO HAVE A FULL DICTIONARY OF ALL ITS TERMS. ANOTHER FIRST!

* * * *

The Dianetic and Scientology Tech Dictionary staff were:

Alethia C. Taylor - Overall I/C
 Pat Brice - Senior Editor
 Ernie Ryan - Project I/C & Asst Editor
 Cliff Von Shura - Researcher
 Anita Von Shura - Researcher
 Terry Von Shura - Researcher
 Ronnie Bauer - Researcher
 Bill Thomas - Researcher
 Barbara Chandler - Researcher
 Morton Smithberg - Manuscript Typist
 Andre Clavel - Artist
 David Mayo - Sidechecker
 John Eastment - Sidechecker

A Flag mission, Missionaire Cynthia Hale, was sent especially to get the book typeset and printed.

A survey showed that people were willing to pay far more than \$15.00 for this book but it has been held down to its lowest possible price and all the research and time and mission work that went into it was not made part of its cost but was a gift to you and Mankind by some very fine people for some very fine people.

The First Copies, according to Flag Mission Operations are being mailed out the 14th of June.

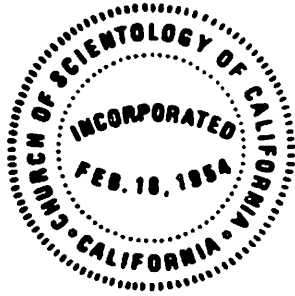
As you receive this, you just have time to order to get a first edition!

Get them in your bookstore, get them in students' hands, get them out to all Dianeticists and Scientologists. If you have a personal copy you won't be waiting in line for two hours to look up what you just missed!

A few minutes with this dictionary is as good as an intensive!

Blow charge!

Get it at once. After 25 years it's HERE!



L. RON HUBBARD
FOUNDER

LRH:ldv:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 259 INT

16 March 1975

Corrected

17 March 1975

To: All Staff
All Continents including Europe

From: RON

Subject: A CALL FOR 100,000 AUDITORS, C/Ses
AND SUPERVISORS AND 10,000 OTs BY
13 MAR 1976

Ref: LRH ED 153RF INT	Org Conditions Stat
LRH ED 258 INT	How You Are Limiting the Size
	and Income of Your Org
LRH ED 258-1 INT	How You Can Increase the Size
	and Income of Your Org
LRH ED 120R INT	Auditors Association Project
	in Your Area

Every Class IV and Forming Org org in the world is set a target of 1000 paid, active, fully trained Auditors, C/Ses and Supervisors in its field by 13 Mar 1976.

SHs' targets are 1000 paid, fully trained Class VI to IX Auditors, HSSTs and HPCSCs for its whole area.

AO targets are 3333 new OTs for their areas.

There are 101 Orgs, Forming Orgs and City Offices.

By allocating this target of 1000 to every org it is not only possible to bring about 100,000 active Auditors, C/Ses and Supervisors, it is attainable in one year.

By allocating 3333 OTs to every AO, this target as well becomes attainable.

Why do we want these Auditors, C/Ses and Supervisors?

The society is on its way out. Psychology is a discredited subject. Psychiatry even knows it has failed. Crime is tearing countries apart. People have ceased to wholly trust themselves or others. These hard facts are the result of sweeping public surveys.

The only people who can bail them out and put a new civilization here are Auditors, C/Ses, Supervisors, the trained Administrators of orgs and OTs.

68% want to be Auditors. They want to help others.

The opposition to Scientology is crumbling to dust across the world.

It is time we began to Clear this planet!

We have surveys. We have programs to come. We have the tech. Nothing like us has ever happened before on this planet.

So here we go.

WHAT ORG WILL BEAT THE REST?

Here is your game for this year!

DEFINITIONS

A paid, trained HSDC qualifies for a Forming Org or City Office, if it trained him.

A paid, fully trained, ACTIVE HSDC Class IV or XDn Auditor or a Dn or Class IV or XDn C/S or an HPCSC qualifies for a Class IV Org.

A paid, fully trained, ACTIVE Class V or Class VI or Class VII or Class VIII or Class IX Auditor or an HSST or an HPCSC for SH supervision quality qualifies for an SH.

A person who has attained Clear and any OT Grade qualifies for an AO.

An Auditor, C/S or Supervisor who is rehabilitated to being active such as by an Auditor Rehab List or retread or retrain and becomes active thereby qualifies.

Active means engaging in Scientology full or part time in an Org, Forming Org, City Office, Franchise or individually in the field.

Fully trained means certified by an org and able to bring about the results of his Class or Certificate.

To claim credit for an active Auditor, the org must have trained him or brought him back to activity.

So that's the game and that's what's needed.

Don't forget to sell Auditing.

Remember, this is our Planet.

100,000 Auditors, C/Ses and Supervisors and 10,000 OTs by 13 March AD26.

START!



L. RON HUBBARD
FOUNDER

LRH:nt:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 258-1 INT

15 March 1975

To: C/Os, EDs
All Staff

From: RON

Subject: HOW YOU CAN INCREASE THE SIZE
AND INCOME OF YOUR ORG

Ref: LRH ED 258 INT

LRH ED 258 INT began a wave of enthusiasm in selling and delivering Training.

It was and is very popular. And no wonder since surveys show 68% of public want to be trained as Auditors!

Knowledge means self trust.

The LRH Comm is to:

1. Relog 258 and get all its targets in full swing again, patching up any that have dropped out.
LRH COMM _____
2. Have the C/O or ED get a Div 2 really functioning.
C/O, ED _____
3. Have the ED get a Div 6 really pouring the public in.
C/O, ED _____
4. Log HCO P/L 15 Mar 75 "Book Outlets of an Org" for each point mentioned in it and get the C/O or ED doing it. This will begin to pour in new public also.
LRH COMM _____
5. Beef up the new Public Courses and get SO ED 288RA INT and SO ED 288RA-1 INT fully in.
TECH SEC _____
6. Relog LRH ED 236 INT "Reg Pgm Number 2" and get the Reges closing.
LRH COMM _____
7. Cram a Reg for every failed close.
QUAL SEC _____
8. Drill the Reges on the following list of reasons to get trained so they know them well enough to slip in the one that works for that person. And sell that person on Training and sell him real Auditor Training.
SUPERCARGO, HES _____

REASONS TO GET TRAINED

These reasons or sales arguments were collected from experienced Reges who had had great success over the years in selling Training.

SUCCESSFUL TRAINING ARGUMENTS

1. When a person is Trained, he has the know-how to handle all situations in life. This training is essential to build respect for one's self and others.
2. To help others go Clear and OT is why to train.
3. The advantages of Training are Professional expertise and know-how.
4. Training is cheaper than auditing, that IS an advantage.
5. An advantage to Training is that you can co-audit.
6. Whereas, in the process of Auditing, you delete charge from the being, only with Training does the being get the know-how. With this know-how, your integrity with others improves.
7. Training is 50% of the Route.
8. With Training, you can outflow the Technology to help others. This will build Respect, Trust and Integrity in YOU.
9. 50% is Auditing, 50% is Training and 50% is doing. You learn how to DO in Training. Thus Training is 100%.
10. Training is using Scientology, it allows one to help Clear the planet, it allows you to really get on the Bridge.
11. "In the end, you will be able to say YOU helped."
12. An advantage of Training is to know the Technology and handle life and livingness and increase your own personal well-being.
13. The un-trained one can be gotten out of the mess mankind is in, but the only way to stay out and make sure it doesn't happen again is ---- Get Trained.
14. Training puts one more at cause over aberration and aberrating influences.
15. Training makes the able more able.
16. Training enables one to get along far more successfully in life, thus you achieve a personal well-being.
17. Whereas Auditing handles past upsets, Training shows you how to handle things as they occur in present time. This Training adds enhancement to your personal well-being.
18. Training gives you understanding to the mysteries of life and the universe.
19. With Training, you can ensure that you won't get worse.
20. In Training, you get a real understanding of how the reactive mind works.

21. One should be an Auditor to be effective on all dynamics.
22. Auditors are the most valuable beings on the planet.
23. Training provides certainty on life and living.
24. With Training, you will get along with people better, this is because you are more of yourself when Trained.
25. Training stabilizes your gains by giving you the knowledge behind why Auditing makes you feel good.
26. Trained Auditors make the best Executives.
27. There's nothing like the feeling you've helped a person build his personal integrity and self respect. As a Trained Auditor, you helped.
28. You, as a Trained Auditor, have a floating needle every time the Pre-Clear does. A win for the Pre-Clear is a win for the Auditor.
29. There are billions of pcs on this planet, be unique and be one of the few Auditors.
30. With Training, you can for the first time in millions of years, really do something about the condition of planet Earth.
31. One becomes at cause with Training, he has less frustration in life, and is happier as a result. Most people want to be happier, with Technical Training, you can be happier.
32. Training is the more economical route to Clear.
33. Training is the Route giving you 100% knowledge and application of Scientology Tech on both sides, Auditing and Training.
34. Being a pc, you can actually miss out on a lot, one half of your gains comes from Training ----- don't miss out on them.
35. To gain the experience and knowledge that a Thetan needs to be able to control his environment and abilities to their fullest.
36. You become more capable and able as a being once you know the mechanics and workings of the mind and how a Thetan reacts. You get all the knowledge on each subject or part you study. From that, you, yourself, can develop and increase your own abilities and therefore make tremendous gains by just study alone. You get data you can actually use in life. You make things happen for you which others would think miracles.
37. As a pc, you see one side of the reason why you have headaches or can't speak to people (or whatever) but have you ever wondered how it is that the Auditor knows how to get you to cognite why this is? Have you ever wondered why the mind was ever created? Have you ever wondered what ever happened to make the reactive bank stick with a being and control him? Have you ever wanted to control a situation, where there was confusion and many random particles -- and you found your

efforts were not successful? Well, when you know the mechanics of the mind and the powers of a Thetan with the Technical data of how to handle, such situations are easily handled in your day to day experiences.

38. To really become OT, it is necessary to know HOW the Tech works as well as WHY. You get this knowledge only through Training.
39. LRH can't do it all himself, he needs you to assist him.
40. In order to fully understand the Thetan, Mind and Body, YOU need training.
41. In order to get the level of competence, awareness, cause level, (etc.) you desire, YOU must duplicate all LRH has written. To know what LRH has written in his Policy and Bulletins and Courses, to apply this in full, you increase your abilities.
42. Start getting out of life all those things you deserve
---- Get Trained.
43. With Training, you learn how to help others live a better life.
44. With Training, you learn to get along with others.
45. Scientology provides you with a workable philosophy of life.
46. Training provides you with an understanding of yourself and others.
47. Training gives you the most valuable asset one can have -- an understanding of yourself and others.
48. If you want to learn how to get along with others, get Technically Trained.
49. Training gives you the tools with which to handle your career, your associates, your problems and your worries.
50. With Training, you learn to help others, how to help yourself, and how to contribute better in any field of endeavor. But more importantly, Training gives you the means to live a life of understanding.
51. You really can't Clear the Planet or bring it any lasting betterment, unless you have Ron's Technology and use it.
52. If you've ever felt like being able to do something and produce an excellent result, here's your opportunity --- take the Training Route.
53. Training is permanent.
54. With Training, when the chips are down, you're still at cause.
55. Ron is an Auditor.
56. The Technology is valuable, if you have nothing else, with Scientology Technology you can survive and achieve your goals with regard to knowledge of self.

57. With Training, you've got an increased value to society, as a person with high personal integrity.
58. Training provides the exchange of help. You can't make it on dynamic one only. Look at this example: One must be able to balance inflow with outflow. Half the case gain is in Training. Training is positive rather than negative gain.
59. If you take the Training Route, you are a better Auditor at Solo levels. You have more and faster case gain, if you know the material, you have the satisfaction of auditing, and the value of Training in life and livingness.
60. Training gives positive gain from Training contrasted with the negative gain from Auditing.
61. With Training, YOU can audit someone and make them sane.
62. You owe it to yourself, (to get Trained) it is the sane investment in the long run.
63. It takes a person with responsibility to Train.
64. Demonstrate with the Grade Chart what gains you miss on the other side of the Bridge unless you Train.
65. Training increases one's ability to handle life.
66. Have the personal satisfaction of knowing you can help others ---- Get Trained.
67. Scientology Training increases your respect for yourself and others in the environment.
68. Build trust in yourself, become a trained Auditor.
69. As a trained Auditor, your personal integrity along with respect for others will grow.
70. Training helps you become more of yourself, this will increase your personal well-being.
71. By Training, your understanding of the mind increases. You become more of yourself.



L. RON HUBBARD
FOUNDER

LRH:nt:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 258 INT

17 January 1975

To: C/Os, EDs
All Staff

From: RON

Subject: HOW YOU ARE LIMITING THE SIZE AND INCOME OF YOUR ORG

Orgs vary in income but seem to be pegged or fixed. They seldom go above their own certain fixed high figure.

As the 7 division org board can easily exceed \$150,000 a week delivered service, I have looked into the "fixed income" scene to find the bottleneck.

It did not take long to locate it.

It is: Orgs limit their general expansion by failing to push and deliver top quality training of auditors, supervisors and C/Ses in volume.

Amazing as it may seem, there has been actual heavy resistance to selling training. Reges will tell you they get more money by selling auditing. In one org the silly statement was made "the students just blow after a few weeks" (they had no supers and wouldn't use their tapes).

In one org the students were taken off untrained and made to audit above their level as a constant practice.

The International stat of Student Points has been drooping and has just drooped again lately.

These data are pretty silly. BECAUSE YOU CAN'T DELIVER AUDITING WITHOUT TRAINED AUDITORS AND C/Ses.

Probably the "secret" of how I could boom any org I was directly managing was that it never occurred to me that anyone would not train or mistrain auditors. Lots of people want to be auditors. Just survey any staff if you don't believe it. So an Academy or college can always be run right and can be full.

At SH in its boom days we had around 198 students. They were co-auditing. And we also C/Sed all their co-audit folders. And this sure never stopped any HGC hours! It boomed them.

It also doesn't take forever to train a student on a major course. One just goes about it, uses proper Study Tech, uses trained Supers, has Course Admins and all materials in plenty, no verbal tech and just does a good professional in-tech teaching job of it. Such a place runs like a clock, no effort. One doesn't change or add to his checksheets. One gets him through and lets him through.

So if you try to run an org like a clinic, all pcs, and omit a big supply of good auditors and C/Ses, you'll peg your income, stay small, worry about inflation and staff pay, backlog, have an "ARC Broken field" and any other ill you can think of.

So you have to run an on-policy Academy or college with a properly trained staff (and they can be trained and can do their job) and Reges willing to sign people up for training.

Dept 11, Training, comes before 12, Processing on the org board.

If you are not running a superb training activity that superbly and completely trains in volume you will never get in a real Dept 12.

Splendid, in-tech org services, a field full of well trained auditors (and a good Div 6 and Div 2) are what give you your volume of delivery and GI and pay.

Any org that is not concentrating on this is going to stay limited and fixed in its GI and delivery.

The moment you really bust through this barrier of no real top notch fast training, your org will start to fly.

PROGRAM

(This Program is for the LRH Comm and does not supplant the KOT actions or FPGMO 193.)

1. Make this LRH ED known to every Exec.

a. They have read it. _____

b. They have no disagreements on it or disagreements they have handled. _____

LRH COMM _____

2. See the org Reges (those who do the regging and are guiding it) and get any and all reasons they do not sell training.

LRH COMM _____

3. Knock all these reasons in the head and get them to sell training and put in a sales talk on student co-auditing.

LRH COMM _____

4. See the Tech Sec and see what objections he may have to training or how it can't be smoothly done or any problems he is having.

LRH COMM _____

5. Invalidate any of the above by showing what one would do to overcome these barriers. Write him up a short pgm right there to handle.

LRH COMM _____

6. Get a copy of HCO PL 16 Mar 71 "What is a Course" and go see the D of T. Show him the PL and ask how many of the points are not in.

LRH COMM _____

7. Tell him on a TM order to get them in.

LRH COMM _____

8. See why, if it is not occurring, there is no regular student co-audit. Having found the reason - no Super? no students? no student C/S? D of T can't C/S? etc. - do a pgm to handle the point and give it to the KOT or if none, do it yourself (see HCO PL 8 June 70 Issue II Vol 4 pg 227 and other Vol 4 PLs).

LRH COMM _____

9. Find out from Div 2 and Div 6 any objections the public has to signing up for courses.

LRH COMM _____

10. See if these objections are valid inside the org.

LRH COMM _____

11. For those objections that are valid, do a short pgm to get them handled fast.

LRH COMM _____

12. For those objections that are not valid get the Dist Sec to do a PR pgm to change the public mind.

LRH COMM _____

13. Get the Dist Sec to activate his program and see it is completed.

LRH COMM _____

14. Get the KOT to do FPGMO 193 energetically. Or if post not filled LRH Comm to do it.

LRH COMM _____

15. Inspect the org and see if you have had any effect with actions thus far. If not, if no change, write a full report to me personally marked "LRH Only" so we can get the show on the road in your org. If you have made an advance, report it also. No PR, just hard facts.

LRH COMM _____

16. Do a campaign in your org, "If you had a 198 student Academy your full income would exceed \$100,000 a week providing your supervisor and auditing tech was fully in."

LRH COMM _____

17. Interview the Tech Sec and find what might be lengthening courses. Dn Course 1 month. Acad levels 1 month each total.

LRH COMM _____

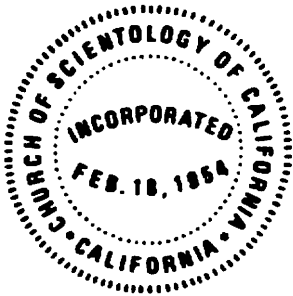
18. Do a pgm to get the course bugs that lengthen courses out and get the quality way up at the same time. Give it to the Tech Sec to get in with a T/M.

LRH COMM _____

19. When all above fully done and verified by you write me what you did that got the biggest gain in number of F/Ning students on course as actually demonstrated by course increased volume and shortened time. Mark it "LRH Only." Then, from this we can get an even greater upsurge.

LRH COMM _____

YOUR OBJECTIVE IN ANY SCN ORG IS A MAINTAINED 200 FULLY PAID STUDENTS ROUTINELY ON COURSE TAKING SHORT PERIODS OF TIME TO GET THROUGH AND MOVING UP AND OUT THAT CAN REALLY C/S AUDIT AND SUPERVISE.



L. RON HUBBARD
FOUNDER

LRH:rs:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 257 INT

1 December 1974

To: C/Os, EDs
LRH Comms
All Staff
All Tech Staff
All Qual Staff

From: RON

Subject: DELIVERY REPAIR LISTS

THERE'S NOTHING WRONG WITH YOUR CF, YOUR PC, YOUR STUDENT, STAFF MEMBER OR YOUR OWN DELIVERY THAT A PREPARED LIST WON'T HANDLE.

"ARC Broken CFs", blown students, demanded refunds, low success stories, withdrawn auditors, ineffective staffs are pretty silly problems to have these days.

Many years ago I developed a system called "Prepared Lists".

These isolated the trouble the pc was having in auditing without taxing anyone's imagination and sending the auditor into a figure-figure on the pc.

These prepared lists were assessed on an E-Meter. One took up the biggest read first and then cleaned up all other reads.

Time has gone on. The system of prepared lists has been expanded to include not only pcs but students and staff.

It may have gone overlooked that such lists now include anything that could happen to a pc or student. In other words, prepared lists have become very thorough.

WHO CAN USE

The only reason ever found for prepared lists not working was an auditor's weak TR 1 and inability to read a meter.

Even this difficulty has been handled by "Qual Okay to Audit" Checksheets.

Before an auditor should be let near a prepared list he should be put through at least six "Okay to Audit" short Checksheets in Qual.

Qual is not fast flow. Things done in Qual are Method 4 Word Cleared and starrated, with all demos and drills. Only if this is done can you have some certainty that a prepared list will read on the pc and that the pc or student will get handled.

These Qual "Okay to Audit" Checksheets are done AFTER a student has been trained and classed as an auditor. The "Okay to Audit" is for auditing in an org whether staff or interne.

The checksheets are:

- (1) Board Policy Letter 14 Nov 74 Issue I
QUAL OKAY TO OPERATE AN E-METER
- (2) Board Policy Letter 14 Nov 74R Issue II
QUAL OK NO. 2R, QUAL OK TO ASSESS PREPARED LISTS
- (3) Board Policy Letter 14 Nov 74 Issue III
QUAL OK NO. 3, QUAL OK TO AUDIT LISTING AND
NULLING
- (4) Board Policy Letter 14 Nov 74 Issue IV
QUAL OK NO. 4, QUAL OK TO CORRECT LISTING AND
NULLING
- (5) Board Policy Letter 8 Nov 71RA
QUAL OK NO. 5, QUAL ELECTRONIC OKAY AND ELECTRONIC
ATTESTATION FORM
- (6) Board Policy Letter 20 July 70R Issue III
Revised 25 Nov 74
TWO WAY COMM CHECKSHEET

Only when these have been thoroughly and honestly studied, drilled and done should an auditor be permitted to assess prepared lists on pcs and students.

It takes standard auditor training to handle the points found reading on a list.

CASE SUPERVISING

A C/S who is trained as a C/S must know what lists to use. And he must see to it that his auditors are trained via the above checklists. Otherwise the lists just won't read and the C/S, the pc and the org are left up the creek!

LOTS of "lists that didn't read" are found in folders. I used to make a practice of just having them nulled again by an auditor whose metering and TRs were good and THEY READ AND THE CASE RESOLVED.

PC LISTS

1. HCO BULLETIN 24 NOVEMBER 1973RA, C/S SERIES 53RI, "SHORT HI-LO TA ASSESSMENT C/S." This is a famous list. It solved the long long problem of high and low TAs and really solved it. Unfortunately it has a name of being done for high and low TAs. In truth it practically handles the whole repair of any difficult case today! One assesses it Method 5. One handles the reads from the top down. It can also be reassessed several times until it F/Ns on a whole M5 assessment. It is quite remarkable what it will do for a case that has been running badly or is bogged, quite in addition to handling high and low TAs!

2. HCO BULLETIN 1 JANUARY 72RA, "L1X HI-LO TA REVISED." This is the same list as C/S 53RI above. It has been brought up to date. It gives the whole question for each subject as in C/S 53RI and the same handling. It is easier to use on a pc whose attention wanders or who is not very familiar with terms.

3. HCO BULLETIN 29 OCTOBER 1971R, "INT RUNDOWN CORRECTION LIST REVISED." As Interiorization-Exteriorization problems (when they exist) have to be handled before any other thing is handled, an auditor sometimes assesses another list and then finds himself doing this list. "Int" appears on many other lists and when it reads one does this list. One has to go back and complete the original list of course. "Int"

problems cause high TA, headaches and general upset. I've begun to think after seeing a lot of headache cases that maybe only Int-Ext problems cause headaches! Instead of repairing Int, sometimes auditors will run it again and again. Also Int can go flat to Cog VVGIs on an early flow, even a recall flow. Then if one insists on finishing the Int RD, one has trouble and I mean trouble. So this is a valuable list.

4. HCO BULLETIN 15 DECEMBER 1968R, "L4BR" "FOR ASSESSMENT OF ALL LISTING ERRORS." An out list (meaning one done by Listing and Nulling, not a prepared list) can raise more concentrated hell with a pc than any other single auditing error. The amount of misemotion or illness which a wrong list generates has to be seen to be believed. When a pc is ill after a session or up to 3 days after, always suspect that a listing action done on the pc had an error in it. It MUST be corrected. This prepared list L4BR corrects lists of the Listing and Nulling variety. It can be run on old lists, current lists, general listing. There has been no reason to revise this since 2 June 1972. It really works!

5. HCO BULLETIN 19 MARCH 1971, "LIST 1-C." This is the updated version of the earliest list ever compiled. It is used during sessions at the auditor's discretion and in other ways. It also prevents some pc from insisting "it's an ARC Brk" (which never clears) when it's really a withhold, a common error. It can also be addressed to life. Usually when a session blows up, an L1C is used fast rather than just sit and ack!

6. HCO BULLETIN 11 APRIL 1971RA, L3RD "DIANETICS AND INT RD REPAIR LIST." This is the key list of Dianetic Auditing and is the Dianetic standby in case of trouble. As the Int RD is also Dianetics, while doing it, one uses L3RD for trouble.

7. HCO BULLETIN 2 APRIL 1972RB ISSUE II, EXPANDED DIANETICS SERIES 3RB, "L3 EXD RB." This is the prepared list for Expanded Dianetics.

8. HCO BULLETIN 29 FEBRUARY 1972R, "FALSE TA CHECKLIST." This was a very important discovery about TAs. One uses this when another list indicates a False TA or one is suspected. Auditors have been known to get so desperate about a pc's TA that they falsified worksheets. This (and C/S 53RI) make that totally needless. I've seen this change a case from despair to VVVVGIs!

9. HCO BULLETIN 16 APRIL 1972, "PTS RD CORRECTION LIST." It also gives the expected actions of a PTS Rundown. Doing PTS Rundowns without this prepared list handy can be risky.

10. HCO POLICY LETTER 7 APRIL 1970RA, "GREEN FORM." This was the earliest Qual Saint Hill weapon (26 June 65) for case cracking. It is modernized up to 29 Sep 74 in the above issue. If you were to do a C/S 53RI Method 5, all handled and to an F/Ning list and then do a GF Method 5, all handled, reassessed to an F/Ning list and a "GF 40X" below you would "crack" most cases to a point where they ran well. There's power in those Green Hills!

11. HCO BULLETIN 30 JUNE 1971R, "EXPANDED GF 40RR." Called "GF 40X." This is the "7 resistive type cases" at the end of the Green Form expanded out. This is how you get those "earlier practices" and other case stoppers. This done well gives a lot of extensive work in Dianetics. It's lengthy but really pays off.

12. BOARD TECHNICAL BULLETIN 28 MAY 1974R, "FULL ASSIST CHECKLIST FOR INJURY AND ILLNESS." While you don't put the pc on the cans for this one, you mark it as to the state the pc is in and it says what you do for illness and injury. This one, done correctly, is how the minister runs the medico out of business.

STUDENT LISTS

13. HCO BULLETIN 15 NOVEMBER 1973R, "FEAR OF PEOPLE LIST - R." This is for the handling of timid tech staff who back off from handling rough pcs.

14. HCO BULLETIN 15 NOVEMBER 1974, "STUDENT REHABILITATION LIST." This is the one that gets a bogged student sailing, gets a blown student back, gets an auditor back auditing. It even cures the revolutionary student! This is the master list for students - even students in grammar schools and colleges! A real winner.

15. HCO BULLETIN 27 MARCH 1972 ISSUE I, "STUDENT CORRECTION LIST, STUDY CORR LIST - 1." A list for correcting students on course.

STAFF LISTS

16. HCO BULLETIN 27 MARCH 1972R ISSUE II, "COURSE SUPERVISOR CORRECTION LIST, STUDY CORR LIST 2R." This is to get the Course Supervisor going well.

17. HCO BULLETIN 27 MARCH 1972, "AUDITOR CORRECTION LIST, STUDY CORR LIST 3." This one corrects Auditors who are having a rough time.

18. HCO BULLETIN 27 MARCH 1972 ISSUE IV, "CASE SUPERVISOR CORRECTION LIST, STUDY CORR LIST 4." This one corrects Case Supervisors, gets them back on the rails.

19. HCO BULLETIN 27 MARCH 72 ISSUE V, "EXECUTIVE CORRECTION LIST, STUDY CORR LIST 5." This prepared list locates an executive's troubles and indicates handling.

20. HCO BULLETIN 4 FEBRUARY 1972RC 5 OCTOBER 1972, "STUDY SERIES 7." A real long work out for a person who won't study or who is having real trouble on a course. Goes after it in depth. Can be used as a second list to Student Rehab List above or by itself.

21. HCO BULLETIN 21 JULY 1971RC, WORD CLEARING SERIES 35R, "WORD CLEARING CORRECTION LIST REVISED." Usually written "WCCL." This is the famous list that goes with Method 1 Word Clearing or with any Word Clearing bog. Also corrects high and low TA WHEN it occurs in a Word Clearing session. This is the Word Clearer's friendly friend.

22. HCO POLICY LETTER 9 APRIL 1972, "ETHICS, CORRECT DANGER CONDITION HANDLING." Locates the trouble area that got him into a Danger Condition. Goes with the famous "3 May P/L" HCO PL 3 May 1972.

23. HCO POLICY LETTER 13 MARCH 1972, "ESTABLISHMENT OFFICER SERIES NO. 5." An invaluable text and List for PRODUCT CLEARING. It's a list of what you do to clear products. From it a prepared list can be made.

24. HCO POLICY LETTER 23 MARCH 1972, ESTABLISHMENT OFFICER SERIES 11, "FULL PRODUCT CLEARING LONG FORM."

25. HCO POLICY LETTER 12 JUNE 1972, DATA SERIES 26, ESTO SERIES 18. A list you assess to locate trouble an evaluator might be having. Also for slow evaluators or slow students on a Data Series Course.

26. HCO BULLETIN 28 AUGUST 1970RA, "HC OUT-POINT - PLUS-POINT LISTS RA." This is a prepared list that locates the outpoints in a person's own thinking. When people can't seem to evaluate (or think brightly) this list will do wonders. Some Data Series Course students make no progress at all until they are assessed on this list and handled.

27. HCO BULLETIN 2 DECEMBER 1974, "DYNAMIC SORT OUT ASSESSMENT." (Revised from BTB 4 Dec 71 Issue II, Replacing HCOB 4 Dec 71 Issue II R-1C Assessment by Dynamics.) This gets those dynamics that are charged and handles them. Increases social personality and even can shift valences.

WORD LISTS

FOR PREPARED LISTS

Nearly every prepared list has all its words on a separate sheet, ready for word clearing on the pc. All the words on a list are cleared on a pc without repeating the same word or asking the list question. Such lists are issued for auditor convenience.

A list of these word lists is being issued as HCOB 1 Dec 74 so that you can match them to the prepared lists in this LRH ED.

OTHER LISTS

There is a whole package of processing, mainly by prepared lists, in Integrity Processing, issued as its own series and now being reissued.

There are great Solo Lists for Solo Repair used on Advance Courses.

And from time to time when a need for a prepared list is found new ones will be issued on different subjects.

One can REPAIR a pc or student or staff member. One can also FORWARD a case into new areas with other prepared lists.

MIMEO

Some orgs backlog their mimeos.

The AVAILABILITY of lists to auditors is something which should NOT be neglected. It is highly uneconomical as one loses re-signs and students and staff when prepared lists are in non-existence in an org or even short supply.

Tech is the atomic fuel an org runs on.

KEEP PREPARED LISTS IN SUPPLY FOR USE.

TRANSLATED ISSUES

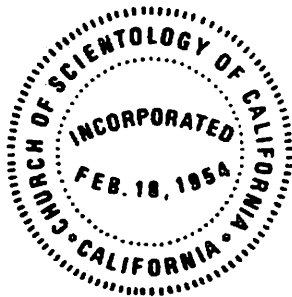
In non-English speaking orgs lists must be very carefully translated and mimeoed for use. In such orgs, more than any others, great care must be taken to have and use lists as they keep tech straight where it tends to go hearsay and verbal.

So, that's quite an array of prepared lists, isn't it?

If they are not in full use in your org don't wonder about your Delivery Stats Why. Or your org and CF problems. It's a lack of full use of this tech.

Hidden in these prepared lists is a wealth of tech that explodes into wins for your org, your CF, your pcs and students.

L. RON HUBBARD
FOUNDER



LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 255 INT

14 November 1974

To: C/Os, EDs
Phone Regs
Dir Comms

From: RON

Subject: PHONE COSTS, OR HOW TO GET WIPE OUT

In 1973 orgs spent a third of a million dollars on phone calls!

Right now several orgs are involved with call ins of unused Advance Payments. If they do this on the phone they could worsen their cash-bills badly.

These rules apply:

- (1) Let the public phone in.
- (2) Keep your switchboard free to receive calls.
- (3) Use good looking letters that impinge.
- (4) Get a staff understanding of the expense involved in phones and what it does to org solvency.

The public will phone in if told to do so in letters and promo.

Some orgs use their phones and switchboards internally and to other orgs. THIS TIES UP THE LINES SO THE CUSTOMERS CAN'T REACH YOU.

The right thing to do is get an independent intercom inside the org and where there's comm to another org to get it hooked up to an intercom there.

If you put a lock on the dial of a phone, it can receive calls but you can't use it to call out. That lets public call in on it.

A nice letterhead well designed - easy to run off on photolitho - or even an airletter will impinge as a communication. Even an air postcard or a first class postcard will get there!

The way the letter is written is everything. One can't just turn out a form letter. It has to be to that person with his CF folder and any invoices to hand and studied before writing. That letter will be responded to by its receiver!

I am writing a P/L on how to save on phone costs as there are many tips.

But the main thing is learn to live without it. A staff, with phones handy, gets used to using them and the more they use them the more they use them.

"Phone Regging" is highly unprofitable when the phone bill and the few sales made per 100 calls are looked at. When a Reg is out of the org making contacts the phone is used for appointments, NOT for sales. You can't sell very well over a phone. But if you want phone call sales, then tell the person by mail or a cheap form of telegram to call you.

There are a lot of post office arrangements for cheap messages. Some are simply put on the telex to a local exchange and are delivered in a far city by the mailman. You have to ask your local post office and/or Western Union or RCA for such fast message bargains. They exist.

The first place I ever saw "phone regging" was Johannesburg 14 years ago. They had originated it. And they were going broke. I got in Letter Reges and a real CF and Address unit and got it used like it says in Vol 2 OEC and the place boomed. And the telephones gathered cobwebs.

SUMMARY

If you are engaged in a heavy contact and call in, let the public do the phoning. Use other means of contact than the phone.

And in just plain regging, a really good lot of hatted Letter Reges and a CF beats all the telephones in the world.

Some say their "CFs are ARCBroken". What a generality! If an experienced ARC Brk and Auditor Team in Division 2 Dept 6 had such a CF available (and an org that really delivered) the Pd Comps would go out the roof and the GI follow.

A wise and prosperous staff leaves the phone on its cradle except when the public calls in.

And a telex from FOLOs to Orgs and back is miles above any phone as it can remember!

L. RON HUBBARD
FOUNDER



LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 254 INT

11 November 1974

To: All Staffs
COs
EDs

From: RON

Subject: STAFF PAY

Ref: HCO PL 15 Dec 66 FINANCIAL PLANNING

It has come to my attention that in a few orgs the EDs are not seeing that their staff gets paid.

In some others, Auditors receive very high pay indeed, to the exclusion of the rest of staff.

In Sea Org orgs I have intervened in some areas to be sure staffs are fed and paid. In Europe I issued a Directive that staffs must be paid 30% of CGI.

Therefore all org staffs should receive 30% of Corrected Gross Income in either pay or, where the org feeds and houses them, in food, clothing and shelter with some spending money.

It is silly not to pay one's staff in my opinion.

In these days of inflation it is hard for anyone in any country to make ends meet.

Some time ago I advised some orgs to house and feed their staffs instead of a great deal of pay.

Some staff members moonlight - which is not too bad when it doesn't cut into their staff hours or production. But it's a lot easier just to deliver good service and by that make more money.

Unemployment in most countries is growing.

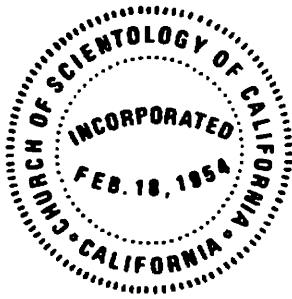
It is easier to build up strong orgs than to scatter around trying to make extra money.

In those orgs where tech quality is high and which run on policy, there is no lack of money, recession or no recession!

Your best fort is your org. And an org should deliver better and more, see that NO failed pcs or students exist in their field and thus (and only thus) make more money. And pay their staffs.

On-policy orgs and staffs are making it. And paying their staffs.

This can be true anywhere.



L. RON HUBBARD
FOUNDER

LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 253 INT

23 October 1974

To: GO Staff Int
FBO Execs & FBOs Int
All COs & EDs
Org Staffs

From: RON

Subject: FBOs REVERTED TO FLAG FROM GO

Reference: LRH ED 233 INT of 10 June 74 and
AO 496-6

This ED reverts the FBO Network to Flag and re-establishes it under the Finance Aide at Flag.

The purpose of placing the Network under the GO has been achieved.

The FBOs are better trained, policy has been gotten in and the FBO Network is more effective.

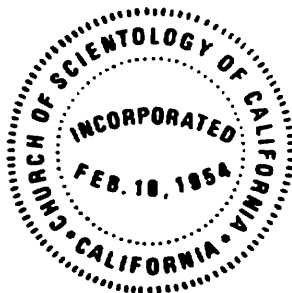
The GUARDIAN OFFICE, in particular DG/F WW Herbie Parkhouse, his seniors and juniors are thanked for their effective assistance in this matter.

The Finance Aide is returned to Flag by this order.

All FBO traffic is now to be sent to Flag.

My good wishes and hopes for their future and appreciation for the work they do is extended to all members of the FBO Network over the world.

L. RON HUBBARD
FOUNDER



LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 250 INT

14 September 1974

140901R LRH ED 250 INT FLEUS FLWUS FLANZO
FLAF FLUK FLEU WITH NEW QUAL STAT TECH DIV
BECOMES RESPONSIBLE FOR REPAIRING AT ONCE ALL
RED TAG AND FLUBBED PCS. ALL C/Ss AUDITORS
WHO RED TAG OR FLUB PCS ALSO TO BE CRAMMED ON
RELATED MATERIALS. PENALTY LINES 45, 46, 47
OF PD COMPS HCOB 30 AUG 71RC APPLY FULLY IN
PD COMPS CALCULATION. QUAL SEC IS RESPONSIBLE
FOR ENFORCING THAT TECH DIV HANDLES RED TAGS
AND FLUBS AND FOR CORRECT CALCULATION AND RE-
PORTING OF PD COMPS. LOVE = RON.



L. RON HUBBARD
FOUNDER

LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 249 INT

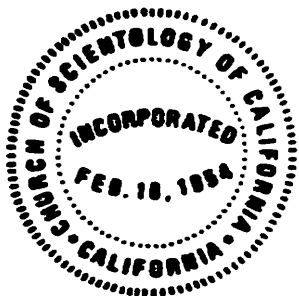
2 September 1974

020901R LRH ED 249 INT FLEUS FLWUS FLANZO
FLUK FLEU CO FOLO LRH COMM CONT'L KT CONT'L
FR CONT'L PGM CHs COs EDs LRH COMMS FRs.

RE EMERG YR MAJOR CHANGE OF OP BASIS IS:

- A. LRH ED 248 INT P/L 31 AUG 74 ISS 2 FAST FLOW REGGING, TRAINING.
- B. P/L 30 AUG 74 ISS 2 QUAL STAT CHANGE TO CRAMMING STAFF P/L 31 AUG 74 KEEPER OF TECH.
- C. P/L 2 SEPT 74 DIV SECS CAN RECRUIT HIRE PERSONNEL AND RETAIN IN ORG AND DIV.
- D. HCO P/L 30 AUG 74 BLS 10RA REG BONUSES.
- E. LRH COMMS AND FRs ARE TO ZERO IN ON QUAL AND SET IT UP FOR WCING WHY FINDING WITH LIBRARY WCING PACKS ETC. VOL 5 OEC.
- F. OBTAIN AUDITORS SUPERS SEE REDO LRH EDs 120, 125, 138R, 165R, 176R INT.
- G. YOU ARE UNDER DIRECT ORDERS TO CLEAN UP ANY OUT TECH AND TO GET AUDITORS SUPERS AND CALL IN CLEAN UP EVERY BACKLOG FAST.
- H. LRH COMMS ARE TO GET HONEST ACTUALLY DONE TGTS ON LRH ED 236 INT INCL TGT 5.

I WILL KNOW THIS OR ANY PGM ACTUALLY DONE ONLY WHEN THE GDS TO WHICH IT IS ADDRESSED RISES FOR THE ORG AND KEEPS GOING UP. LRH COMM STAT GETS 5 FOR EACH LRH PGM TGT DONE AND 20 FOR A COMPLETE LRH PGM. COMPLETE THIS CHANGE OF OP BASIS FOR THE EMERG FORMULA. THIS PGM IS LESS OVERWHELMING THAN CRASHING STATS. WE HAVE A PLANET TO CLEAR. GET GOING. LOVE = RON.



L. RON HUBBARD
FOUNDER

LRH:nt:gal

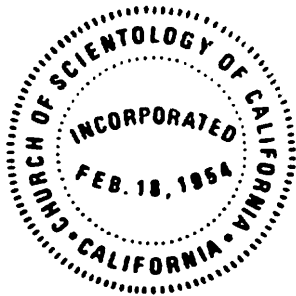
L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 248 INT

30 August 1974

300801R FLEUS FLWUS FLANZO FLUK FLEU
LRH ED 248 INT TO COS EDS PGM CHS LRH COMMS
FAST FLOW REGGING IS RESTORED. FAST FLOW
TRAINING IS RESTORED. PRD AND PCRD ARE
SUSPENDED AS REQUISITES FOR ACAD AND OEC
COURSES. TWIN CHECKOUTS ARE SUSPENDED.
REFS: P/LS 29 MAR 65 ISS II, 6 FEB 68
PGS 78, 79 OEC VOL 5, P/LS 5 AUG 72, 29
JUL 72 ISS II, HCOB 15 AUG 72R. SELL
TRAINING HEAVILY. HAT YOUR HAS AND ACAD
SUPERS FAST. REF P/L 11 DEC 71 ISS II LRH
COMMS GET A STAT FOR EACH POINT OF THIS ED
THEY GET IN. LOVE = RON.



L. RON HUBBARD
FOUNDER

LRH:rs:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 247 INT

27 August 1974

270802R FLEU FLUK FLEUS
FLANZO FLWUS (NOT AF)

TO: ALL STAFF SCN ORGS
UK, EUS, WUS, EU,
ANZO

FROM: RON

SUBJECT: CONT'L CONDITION

BY CONT'L STATS UK, EUS, WUS, EU, ANZO ARE ASSIGNED A
CONDITION OF EMERGENCY BY RECENT TREND.

FOLLOW EMERGENCY FORMULA PAGE 190 OEC VOL 0.

PUSH LRH ED 245 OR 245R INT AND LRH ED 246 INT AS
WELL AS 153RC OR 153RD. Rs HAVE SLIGHT CHANGES.

ORGS HAVE OPERATED WITH PD COMPS WELL BELOW GI SO PRE-
PARE TO DELIVER CONSISTS OF GETTING AUDITORS AND SUPERS AND
CRASH HANDLING ALL BACKLOGS WHILE CURRENT PC'S STUDENTS
PROMPTLY HANDLED.

INDIVIDUAL ORGS WITH PD COMPS AND GI IN NORMAL FOR
PAST THREE MONTHS EXEMPTED.

GET THE EMERGENCY FORMULA FULLY DONE AS FIRST PRIORITY.

CONDITION ENDS IN AN ORG WHEN PD COMPS IN NORMAL FOR
SIXTY DAYS AND NO BACKLOGS AND GI IN NORMAL SIXTY DAYS.

LET'S CANCEL THE CROSS ORDERS AND GET THE SHOW ON THE
ROAD AND BEGIN TO CLEAR THIS PLANET.

RON



L. RON HUBBARD
FOUNDER

LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 246 INT
FLAG PROGRAMME ORDER 80R

6 August 1974

Cancels FPGMO 80

URGENT

IMPORTANT

For: Scn and SO Orgs

To: Cont LRH Comms
Area LRH Comms

From: RON

Subject: PAID COMPS AND GI RELATIONSHIP PROGRAM

PROGRAM INFORMATION: FPGMO 80 gave 7 reasons why GI could be down while Paid Comps are up. That pgm stated 7 reasons and converted them into targets, which, if done exactly, would effectively recover the GI and DID. IT WAS HIGHLY SUCCESSFUL.

THIS PROGRAM FPGMO 80R REPLACES IT.

PROGRAM PURPOSE: To maintain a high rising GI, comparable to Paid Comps or a high rising Paid Comps comparable to GI.

MAJOR TARGET: To effectively implement those LRH orders designed to remedy conditions resulting in downtrending GI or downtrending Paid Comps or both.

PRIMARY TARGETS:

1. Accept responsibility for activating and getting this pgm done in times of GI dive OR PAID COMPS SLUMP. _____
2. Study, starrate and M4 WC this LRH ED/FPGMO in Qual. _____
3. Study, starrate and M4 WC the LRH issues referenced in this pgm prior to activating that particular tgt, to gain thorough familiarity and understanding of the target. _____
4. Clay demo how you are going to achieve your pgm Purpose and Major Target. _____

VITAL TARGETS:

1. Look, don't listen. Personally inspect and verify all reported targets done on this program. _____

2. Follow these orders exactly. _____
3. Thoroughly familiarize yourself with the existing scene in your org as it relates to this pgm. _____
4. Do not be reasonable or accept any justifications on why this pgm cannot or should not be done. _____
5. Use the procedure outlined in HCO PL 24 July 73 NEW LRH COMM STAT in re-activating needful LRH issues in getting pgm targets carried out. _____

OPERATING TARGETS:

0. Meet with the CO/ED and let him know you are working on an LRH ordered pgm and will need his full cooperation in getting any target swiftly and honestly done whenever needed. _____
00. Push LRH ED 153RC and ensure it is being done. _____
000. If GI is down whilst Paid Comps are up or vice versa, with the CO/ED do an inspection, and isolate which of the points is most out. Once located, proceed with the appropriate target which handles that point. _____
0000. Get the targets selected done each time! _____
- A. Failure to return the completed pc or student to the registrar for re-signup. This line goes out every three months in any normal org and as it probably has received no attention for years it is probably completely forgotten. The remedy would be at once to compile (not 7 months, more like 7 hours) the pack and get it off to Reges. And see that the line gets in by penalty of the ED with time limit and report by tlx.

IN THE EVENT THAT THE RE-SIGNUP LINE IS OUT, DO THE FOLLOWING:

1. Give the ED a time limit of 48 hours to get it back in, with a fine of \$5.00 levied on Reges for each day thereafter that it is not in. _____
2. Get all Reges checked out starrate and WCed on the Re-Signup Line Hat Checksheet. (HCO PL 23 July 1973RA Revised 8 December 1973)
- NB: If Reges have done checksheet previously, a review of materials is still required, cleaning up MisU words. _____
3. Telex report when this target is done and the re-signup line is fully in. _____
- B. Advertising and selling only small packages. Reges will solve their sales problems by only offering something cheap and quick and will thus be able to make a sale. This is all right for a starter but when the re-signup line is also out this will break an org. The remedy is to get Reges drilled with TR 0 and Big League Sales; to analyze what they are selling and provide a list of things available that pcs and students can get hold of. I doubt there has been any brochure put out or mailed out for years so maybe even Reges don't know what's for sale.

IN THE EVENT THAT REGES ARE TRYING TO SOLVE THEIR SALES PROBLEMS BY ONLY OFFERING SOMETHING CHEAP AND QUICK, DO THE FOLLOWING:

4. Get Reges drilled with TR 0. _____
 5. GET LRH ED 236 INT IN IN IN. _____
 6. Get an analysis done on what Reges are selling. _____
 7. Provide a list of things available that pcs and students can get hold of and have them mailed to the public in brochure form. _____
 8. See to it that Reges do know what is for sale. _____
 9. Drill the Reges on the Gradation Chart. _____
 10. See that the Reges are informed of pc and student wins as some Reges, getting all the complaints, begin to believe their selling is an overt which is not true. _____
- C. Brush off tech delivery which results in no repeat business: remedied by a very fast beef up of tech INTEGRITY and QUALITY.

REMEDY BRUSH OFF TECH DELIVERY WITH A VERY FAST BEEF UP OF TECH INTEGRITY AND QUALITY.

11. Use the applicable LRH issues to handle:

Reference Issues:

HCO B 23 Aug 71	C/S Series No. 1
(HCOB 24.5.70 Revised)	AUDITORS RIGHTS
HCO B 16 June 72	C/S Series No. 80
	"DOG PCs"
HCO B 16 June 72	C/S Series No. 81
	AUDITORS RIGHTS MODIFIED
HCO B 12 June 70	C/S Series No. 2
	PROGRAMMING OF CASES
HCO B 16 June 70	C/S Series No. 6
	WHAT THE C/S IS DOING
HCO B 19 June 70	C/S Series No. 7
	C/S Q & A
HCO B 21 June 70	C/S Series No. 9
	SUPERFICIAL ACTIONS
HCO B 6 April 71	C/S Series No. 34
	NON F/N CASES
LRH ED 180 INT	HONEST TRs
HCO PL 7 March 66	URGENT - STARRATES ON TECH
Iss II	AND QUAL STAFF
HCO PL 8 March 66	URGENT - HIGH CRIME. _____

- D. Dishonest tech stats. Has been epidemic at times in various orgs. Remedy is inspect and verify and add penalties for falseness.

HANDLE ANY INSTANCES OF DISHONEST TECH STATS, BY INSPECTING AND VERIFYING, AND ENFORCING PENALTIES FOR FALSENESS.

12. HANDLE WITH:

Reference Issues:

HCO B 30 August 71RC	PC COMPLETIONS SECOND REVISION
Revised 6 February 74	
BTB 30 August 71RA	STUDENT COMPLETIONS - REVISED
Revised 11 March 74	
HCO PL 26 October 71	TECH DOWNGRADES
HCO B 22 October 73	C/S Series 88
	TECH DEGRADES
HCO PL 1 May 65	STAFF MEMBER REPORTS
HCO PL 7 March 65	OFFENSES AND PENALTIES
Iss II	

E. Completing past sales by call-ins and not doing new promotion or getting new prospects. This is a Div 6 fault. This is a cannibalizing of the CF and existing customers with no addition of new people. Orgs do this sporadically. WHEN DONE IT WILL BE FOLLOWED BY SINKING PAID COMPS EVENTUALLY AS WELL AS GI.

PREVENT CANNIBALIZING OF CF AND EXISTING CUSTOMERS BY ENSURING THAT:

13. New promotion occurs regularly. _____

14. New prospects are being gotten into the org. _____

15. CF filed up to date. _____

16. Letter Reges writing on-policy letters in high volume (OEC Vol 2 pg. xi index P/Ls). _____

Reference Issue:

HCO PL 18 June 65 Iss II AREAS OF OPERATION

F. Oversell so that there is continual refund which is not then subtracted from Paid Comps. One checks refunds and if high, traces the why with Reges who often suggest when selling to get a refund.

IF CONTINUAL REFUNDS ARE OCCURRING, DO THE FOLLOWING:

17. Trace the why with Reges. Investigate and find out what they are saying or doing that would encourage refunds. Stomp it out hard. _____

18. See that the Paid Comps stats are corrected by subtracting refunds. _____

19. See that Reges repay any bonus obtained which was then followed by a refund. _____

G. A bonus system for tech but none for Reges. Remedied by reviving bonus policy.

HANDLE BY:

20. Ensure that Reges are receiving their current authorized bonuses routinely. _____

21. Be sure that bonuses collected on bounced checks and refunds are repaid, otherwise the Reg is left with W/Hs. _____

H. A central order exists or has been which seems to forbid processing or training in some way and is being used, mis-used or misapplied.

HANDLE WITH:

22. Find what the order is. _____

23. Read it carefully to see if it is being applied incorrectly. _____

24. See if it seeks to prevent some dangerous abuse that must be prevented and if so get it applied. _____

25. If it does not seem necessary, write and despatch a full report on it to LRH as it may be an illegal cross order to command intention. _____

NOTE: IT IS VITAL THAT THE ABOVE TARGETS ARE CARRIED OUT WHENEVER GI IS DOWN AND PAID COMPS ARE UP.

GI MARKEDLY HIGHER THAN PAID COMPS

These are the main reasons for the Gross Income being markedly higher than Paid Comps.

Thus when Paid Comps are low and GI is higher (it won't be very long!) this latter part of the program is done.

I. Reges or EDs or Tours trying to sell only big deals and ignoring the people brought in on basic courses or books and already in the building or grounds of the org.

26. Get the Reges away from their phones or desks and contacting people in the org or waiting room. _____

27. Get CF being written to with on-policy letters per Vol 2 OEC, pg. xi index. _____

28. Get the CF in standard condition. (Vol 2 OEC, pg. xi) _____

29. Get the CF filed into up to date. (Vol 2 OEC, pg. xi) _____

30. Boom the Letters out stat with more Letter Reges. (See also HCO PL 19 Aug 59 Vol 2 OEC pg. 365) _____

31. Boom the Letters in stat by on-policy Vol 2 OEC letters and Letter Reges using CF folders. (OEC Vol 2 pgs. 352 to 386, especially 362 & 363) _____

32. Put on more letter reges. _____

33. Get LRH ED 153RC FR section going strong. _____

J. False GI stat in that the CGI is much much less, meaning bounced checks, refunds or even loans are cutting the actual GI to pieces.

34. Call in the A/G. _____

35. See if there is some "reward" involved in falsifying GI such as never making Reges on bonus repay commissions on refunds or bounced checks. If so make the FBO or Treas Sec enforce bonus repayment. _____
36. See if persons already refunded are being signed up again. Enforce refund policy by which any person receiving a refund must sign an attestation that he will never again ask for training or processing. (Vol 1 OEC pg. 579, 581, Vol 3 Refund Section Page xii of Vol 3 OEC.) _____
37. Check the Refs in No. 36 out on all Reges and Execs. _____
38. Get sign up forms, waivers furnished by A/G. (HCO PL 1 Dec 72 Issue IX BLS 4, also in Vol 2 & 3 OEC.) _____
39. Stat personnel missing in Dept 3 HCO. Get one posted and all org stats kept accurately. _____
40. Nobody in Treasury Div or Div incompetent. Man it up. Get it functioning to furnish accurate figures and records. (Vol 3 OEC.) _____
41. Invoice system not in use or off policy. Pgs 255 to 268 Vol 3 OEC. Get them known and in use. _____
42. Find any other reason GI stat may be false and correct. _____
- K. People not being pulled in for auditing or a mess on Tech Services lines.
43. Force the Tech Sec or OES or Chief Officer to get hold of sold service invoices and begin a call in of pcs. _____
44. Get the D of P or higher authority to get auditors. (Pg 80 OEC Vol 4, Vol 1 pgs 113 to 117.) (Contact old graduates, recruit up Internes, call in field auditors.) _____
45. Do a heavy call in of pcs. _____
46. Get the auditors auditing 5 Well Done hours a day minimum, 25 WD hours a week minimum. No 25 WD hours, no pay. _____
47. Get a Dept of Tech Services functioning. (OEC Vol 4 Index vii.) _____
48. Get an Examiner on post in Qual who can read a meter and who does not ARC brk pcs. (OEC Vol 5, pg. 155 also PC Examiner section.) _____
49. Get a Case Supervisor who is qualified. (OEC Vol 4 Index xx. HCO B Case Supervisor Series.) _____
50. Get a D of P on and/or really functioning. (OEC Vol 5 Index pgs xviii, xix, xx.) _____
51. Get a Tech Sec on and/or producing. _____
52. Get the Tech Sec through OEC Vol 4, to get the Tech Div on policy and producing. _____

53. Find why WDAH are down and get them up. _____
54. Find what dishonesty or stops may be occurring on the Auditor-Examiner line that is falsifying completions but preventing re-sign ups and driving pcs and students out of the org because they really aren't getting the results attainable. _____
55. Auditor scheduling or pc scheduling unreal so it can't happen efficiently. Handle scheduling. _____
56. Get ethics handlings handled fast so pcs get on with it. _____
- L. Course Supervision and handling so bad that it is blowing off or slowing students. _____
57. Get the students rounded up and studying. _____
58. Get in "What is a Course" P/L. (HCO PL 16 Mar 71 pg. 217 OEC Vol 4.) _____
59. Get a Course Administrator. (HCO P/L 16 May 69 Vol 4 OEC pg. 209.) _____
60. Get courses being sold in heavy volume. 2 to 1 over processing. _____
61. See why courses are taking forever to complete and debug it. _____
62. See if all the courses you are allowed to teach are being taught and promote and get those taught that aren't. _____
63. Get all course materials, books, dictionaries available in sufficient quantity to make study fast and effective. _____
64. Get all course materials - tables, chairs, recorders etc. to accomodate more students. _____
65. Get more training space. _____
66. Target student points for each student each day at start. _____
67. Get Study Tech in full use. _____
68. Get a word clearer in the Academy. _____
69. Get the Supervisors on strict schedule. _____
70. Get the Supers away from their desks and handling student individuals. _____
71. Prevent Supers bugging students who are doing well. _____
72. Make Supers be alert to students doping off and making them clear up passed mis-Us. _____
73. Debug the Supervisor of basic courses and make it excellent. _____

74. Train up Supers on the Course Supervisor Course. _____
75. Get all Tech people through Vol 4 OEC as tech people are seldom aware of the policy that speeds their lines. _____
76. Get a campaign going to sell training to pcs who are near complete in the HGC. Get all HGC invoices and get the letter reges going on it. Make it the thing to do for a Grade IV pc to get trained as a Class IV. Or an OT III to get trained as an SHSBC. (OEC Vol 2 pg. 69.) _____
- M. Get Paid Comps being counted right and fully.
77. Get the Tech Div and Qual Div fully familiar with HCO B 30 Aug 71R Issue I Revised 16 Nov 72 and HCO B 30 Aug 71RA Issue II Revised 21 Oct 73. Get them word cleared on the exact definition of Paid Completions as given in these HCO Bs. _____
78. Get SO ED 144 INT known to and understood by the Tech Sec, OES and ED or C/O. _____
79. Get in the report line or logs necessary for Paid Comps to be rapidly added up. These include HGC auditors log, Qual examiner log, Success stories and log, Academy roll book and log. _____
80. Get the report SO ED 144 INT actually being done regularly and routinely. _____
- N. Lots of students and pcs seem to be around but GI high no high paid comps resulting.
81. Look for invoices for each pc and student there. Should be in D of P and D of T hands. Look for pcs and students present but not actually invoiced or paid. Find who and why, get it straight and take ethics action. _____
82. Look for part pays in invoices and get them properly paid in full and recorded in the logs or off lines. _____
83. Look for stops on lines such as "needing review but no review auditor," "needing ethics handling but not handled" and get them moving again. _____
84. Look for auditor repairs and repair of repairs and repair of repairs of repairs and if found get TRs the Hard Way in on auditors and daily TRs and cramming on C/S and auditors per C/S Series HCO Bs. _____
85. Look for flubby course supers and get in "What is a Course" P/L. Cram and correct them. _____
86. Get more Supers. _____
87. Get more admin staff into Tech Div and get them hatted and producing. _____
88. Look for some arbitrary locally set "policy" or rules or think that stops students or pcs. Get it cancelled. _____
89. Get in C/S Series 80 and 81 to get auditors accepting pcs and handling. _____

90. Improve the course and HGC materiel scene. _____
91. Get more staff people through general procurement by checking out Reges and Letter Reges in Div 2 and all Div 6 personnel on the key HCO P/L 26 Oct 56 "Gradient Scale of Personnel Procurement" Page 1 OEC Volume 2. It is the key to getting more students and pcs also. _____
92. Get HCO busy recruiting from those already present. Vol 1 OEC, LRH ED 153RC INT. _____
93. Get in low pay, higher bonuses for auditors and supervisors so they have to produce acceptable products to get paid. _____
94. See that all the staff get paid regularly, that bonuses get paid regularly, and that the org is solvent. _____
95. Solve space problems such as auditing rooms and classrooms so production can occur. _____
96. Recruit and hat people who replace trained tech personnel who have gotten over onto Admin posts. _____
97. Do an "all hands" training and processing project where all trained people in the org give some of their time to catch the backlog but only until step 96 is done or tech personnel can be procured (without injuring org solvency). _____
98. Get a pool of staff supervisors and auditors on Full Time Training but only under contract that begins after completion of their courses and only put people already trained to some level on it who have proven their capability already. _____
99. Handle backlogs of pcs with an "all hands" as above. _____
100. Begin an out of production hours training period for all staff to get them qualified to higher classed auditors and C/Ses and Admin people. _____
- O. There is an "ARC Broken field" who have purchased or had auditing but will not come in.
101. Get an ARC Break Reg on post at once. (OEC Vol 5 pg. xiii.) _____
102. Get an auditor on post to act with the ARC Brk Reg. (OEC Vol 5 pg xiii and HCO Bs: C/S Series 1 of 23 Aug 71 Rev 24 May 70, 3 May 62, 11 April 74, 23 Sept 68, 14 Mar 71, 15 Apr 69, 14 Mar 71, 17 June 70, and 31 Jan 70. Also C/S Series 80 and 81.) _____
103. Get them collecting names and addresses from CF where the persons seem ARC Broken with service. _____
104. Get them out of the org and traveling rapidly. _____
105. Get them pulling W/Hs and overts when "ARC Brk" seems too hard to handle. _____

106. Make them keep a log of calls and results. _____
107. Send out a mailing for a free ruds flying offer. _____
108. Have ARC Brk Reg and Auditor see that those re-
sponding to the mailing get handled fast and signed up. _____
109. Set targets of people to be seen and signed up. _____
110. Hat them on PTS policy, 3rd Party and Refund
Policy, pages xii and xiii of OEC Vol 1. _____
111. If ARC Brk programme slacks off, fly the ruds of
the ARC Brk Reg and Auditor and de-PTS them! _____
112. Handle with ethics the persons whose out-tech ARC
broke the field. Get them retrained. (Vol 1 OEC.) _____
113. Handle with ethics the Admin people who ARC Broke
the field. Get them hatted. (OEC Vol 1.) _____
- QUAL STATS VERY HIGH WHILE PAID COMPS VERY LOW.
114. Find out if anyone in Qual is invalidating
people's gains and handle. _____
115. See if the Examiner is doing things while examin-
ing (looks, expressions, gestures) that upset pcs.
Cure the Examiner. (Pages viii and ix OEC Vol 5.) _____
116. See if the Student Examiner is actually flunking
when a student should be flunked and passing when the
student should be passed (a wrong indication either way
will mess up students) and get the Student Examiner
hatted and correctly examining and indicating. (OEC
Vol 5, vii and viii.) _____
117. Make and train your own C/Ses and auditors that do
it RIGHT. _____
118. (In AOs) Get a Public Review Consultant. _____
119. Find and handle the out tech. _____
- BOTH GI AND PAID COMPS LOW.
120. Do LRH ED 153RC INT. _____
121. Get those on post actually working and producing. _____
122. Make every post have a production stat and keep it
and assign conditions only by stat. _____
123. Man the org from the top down. _____
124. Keep the staff busier. _____
- TREASURY COLLECTIONS LOW.
125. Man up Treasury. (Vol 3 OEC.) _____
126. Hat Treasury. (Vol 3 OEC.) _____
127. Send out monthly correct statements. _____

128. Get Treasury on policy. (OEC Vol 3.) _____

ASR APs HIGH AND NOT BEING USED OR PAID COMPS LOW.

129. Get a Tech Services there. _____

130. Collect invoices of and call in paid pcs and students. _____

131. Get in LRH ED 153RC. _____

TO LRH COMM

Note that each numbered target is credited as a compliance when fully verified.

When Paid Comps are UP and GI low you do targets in the first part that apply to the situation on the section up to and including H 25.

When GI is UP and Paid Comps down you select the target that applies in the Sections I to O 113 as they apply.

When Qual stats are high and Paid Comps down you can do any 114 to 119 inclusive as they apply.

When BOTH GI and PAID COMPS are LOW you press on with any of 120 to 124 inclusive.

When TREASURY COLLECTIONS are low you do any of 125 to 128 or all as needful.

When the Advance Scheduling Reg has High Advance Payments not being used or Paid Comps low you do 129 to 131 as they apply.

SO HERE IS THE POLISHED UP REVISION OF THE FAMOUS FPGMO 80.

Good luck with FPGMO 80R.



L. RON HUBBARD
FOUNDER

LRH:act:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 245R-1 INT

2 September 1974

To: DGF WW
A/Gs
A/G Fs
FBO CONT'Ls
FBOs
FP COMMITTEE HATS

From: RON

Ref: LRH ED 244 INT (FBOs Responsible for Raising
GI Stat by getting Promo Actions
FPed for)
LRH ED 245R INT (Checklist of Promo expenses of
an org)
HCO P/L 20 Nov 65 pg 84 of Vol 0 OEC
(Promo Actions of an Org)
HCO P/L 28 July 74 (Addition to above P/L)
HCO P/L 21 Dec 69 Guide to the Function of Printer
Liaison

(Nothing in these EDs 244, 245R or 245R-1 relieves the
A/G or A/G F from duties assigned by DGF WW regarding GI.)

In a meeting of FBOs in the PAC area, it was reported
that FBOs had a misunderstood on their function regarding
getting the actions of the FP Promo Checklist IN.

The LRH ED is NOT just a checklist. One doesn't just
see if the actions are in.

ONE SEES THAT THEY GET DONE.

In other words, one forces the area to properly PO for
the promotional expenses required and forces FP to handle
them and forces the money to be spent and the action DONE.

Before an FP Meeting one sees the proper POs for the
actions needful are worked out and submitted for FP.

One sees that these POs are present at the FP Meeting
and if not gets them made up and submitted right then!

One sees that what is okayed is then appropriated for.

And finally one makes very sure it gets spent on the
exact thing for which it was appropriated. And that it
doesn't get spent on something else.

It is not enough to say "Well, it wasn't here" or
"submit it next meeting."

YOU HAVE TO KEEP THE ORG RUNNING AND PROMOTING. That's
why you have that checklist.

You are making up for other people's omissions.

In addition you have to be sure that the PO is based on THE BEST PRICE. This requires that at least 3 firms or sellers like printers have made a bid for the work.

You can uncleverly spend all your promo money on a bad buy. Like a mag for a dollar each copy when you could get one done for eight cents each that looks just as good. Or flyers that could have been bought for $\frac{1}{2}$ a cent each being POed for at 10 cents each!

Promo quantity can be cut to nothing by bad pricing and bad buying. (I have had a Dissem brightly offer a poster PO at \$7.25 each! To be distributed by the thousands for free! When the real cost was 10 cents when proper bids were put out. The bug was wrong size paper being asked for!)

Promo money has to cover everything and has to be s-t-r-e-t-c-h-e-d! If it isn't - no real promo.

That means low priced buying.

One org "to save money" went insolvent by cutting its mag mailing list to 700 from 6,500. No income!

Another left goofy mail addresses by the thousands on their address plates and spent a fortune on never reaching the majority of their real CF.

You catch these things in FP.

Yes, it's the job of the FBO to see that promo actions get POed for and get DONE!

That will result in GI. It always has, always will.

You can break an org with no promo DONE. You can break an org with stupid, badly priced, wrong targetted promo actions.

In accordance with LRH ED 245R INT, this is what the FBO has to get DONE in order to get the org promoting properly but economically and get the GI up.

It is more than a checklist.

No GI = No money for the FBO to collect.

Promo = GI!

How to Make an Org Promote = LRH ED 245R INT and HCO P/L 20 Nov 65 and HCO P/L 28 July 74 Addition.

Busy FBO getting this DONE = GI.

Where the GI does not go up we know the FBO is not doing this.

Where it does, we know he is.



L. RON HUBBARD
FOUNDER

LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 245R INT

27 August 1974

URGENT

To: DGF WW, A/GFs, FBO Cont'ls,
FBOs, FP Comm Hats

From: RON

Ref: LRH ED 244 INT, Raising GI Stat
HCO P/L 20 Nov 65 Pg 84 Vol 0 OEC
HCO P/L 28 July 74 Addition

FINANCIAL PLANNING CHECKLIST FOR THE PROMOTIONAL ACTIONS OF AN ORGANIZATION

(THIS LRH ED IS URGENT FOR A/Gs, A/GFs,
FP COMMITTEES AND FBOs.)

I have asked MSH to organize the following checklist. She did this as a highly successful function in handling SH finances in the 60s. It is a tried and true GI raiser.

This checklist is gone through and checked off by the Financial Planning Committee, the FBO, and the AG Finance to ensure that Financial expenditures are properly made for promotion and that POs have actually been made to FP to acquire things needed for promo. If no monies have been allotted for a particular item, an attestation is required from the Divisional Secretary that he has inspected and found that there is a sufficient quantity of the item to last until the next FP or an ethics chit is written on the concerned Divisional Sec for failure to perform the promotional activities of his Division and money is allocated for same. In allocating monies the concerned terminals will have to know how many names are in CF and how many names in different categories.

(Numbers refer to HCO P/L 20 Nov 65 Pg 84 OEC Vol 0 and HCO P/L 28 Jul 74 Addition.)

VITAL ACTIONS ARE IN FULL CAPS.

HCO AREA SEC (1)

4: INTRO LECTURE HANDOUTS FOR RECEPTION. _____

5, 7 (i): Sign board, lettering equipment, poster paint, brushes and pins for Reception book displays and public notice signs. _____

7 (ii): Auditing promo and training promo for public notice boards. _____

8: Routing Forms and routing signs. _____

8a (i): Sign board, lettering equipment, poster paint, brushes and pins for recruiting signs. _____

8a (ii), 8b, 8c: RECRUITING PROMO FOR STAFF, AUDITORS, SUPERS. _____

8d: Colored tape for Org Board and colored dymo tape. _____

9: Address plates, tabs, ink, stickers, cards, etc. _____

10 (i): Envelopes, wrappers or staples for magazine. _____

10 (ii): POSTAGE MONEY FOR MAILING MAGAZINE. _____

11: Comm Baskets and labels. _____

13 (i): ORG STATIONERY AND ENVELOPES. _____

13 (ii): POSTAGE FOR ORG'S LETTERS OUT AND BUSINESS REPLY POSTAGE. _____

10 (iii): POSTAGE FOR PROMOTIONAL MAILINGS. _____

13 (iii): FRANKING MACHINE RENTAL. _____

12: TELEPHONE COSTS. _____

HCO DISSEM SEC (18)

19: MAGAZINE PRINTING COSTS (OR Mimeo PAPER, STENCILS AND INK FOR MAGAZINE). _____

20 (i): PRINTING COSTS FOR AUDITING PROMO. _____

20 (ii): PRINTING COSTS FOR TRAINING PROMO. _____

21, 23, 22: Paper, shooting board, press type (Letra Set), art erasers, art pens, ink, and other make-up supplies. _____

25, 30, 32: BOOKS (CHECK THE ORG'S WEEKLY STOCK LIST TO ENSURE THERE ARE ENOUGH BOOKS OF EVERY TITLE IN STOCK, PLUS TAPES, E-METERS, PINS AND INSIGNIA). _____

25, 30, 32: IMPORT, SHIPPING OR CUSTOMS DUTIES FOR BOOKS, METERS, TAPES. _____

31 (i): PRINTING COSTS FOR BOOK FLIERS. _____

31 (ii): PRINTING COSTS FOR BOOK PRICE LISTS AND ORDER FORMS. _____

27: SHIPPING AND WRAPPING SUPPLIES FOR BOOKS AND E-METERS, STRING, ETC. _____

26: Mimeo PAPER, INK, STENCILS AND Mimeo SUPPLIES. _____

34, 37: LETTER REG QUESTIONNAIRES. _____

35 (i): CF FOLDERS. _____

35 (ii): ADDRESS STICKERS. _____

36: Gradation Charts. _____

38: ADVANCE REGISTRATION PACKS. _____

39: TELEPHONE REGISTRATION COSTS. _____

40: REGISTRATION FORMS. _____

TREASURY SEC (41R)

43a (i): Statement envelopes. _____

43a (ii): Statement copy paper and machine supplies. _____

43a (iii): STATEMENT POSTAGE COSTS. _____

42, 44: INVOICES AND INVOICE CARBON ROLLS. _____

45: DISBURSEMENT VOUCHERS AND CARBON ROLLS. _____

46: Staff pay envelopes. _____

47, 47a: RENT OR PURCHASE PAYMENTS OF QUARTERS IN
HEAVY TRAFFIC AREA. _____

48, 48a: Cleaning costs and supplies. _____

50: Staff uniforms (where provided). _____

50a: Maintenance and repair costs and supplies. _____

TECH SEC (51)

54 (i): COURSE CHECKSHEETS FOR ALL COURSES. _____

54 (ii): COURSE PACKS FOR ALL COURSES. _____

54 (iii): TAPE MACHINES AND TAPE MACHINE REPAIR
AND MAINTENANCE. _____

54 (iv): COURSE TAPES FOR ALL COURSES. _____

54 (v): Clay supplies. _____

54 (vi): Student chairs and tables. _____

54 (vii): Auditor Report Forms. _____

54 (viii): Auditor worksheet paper. _____

54 (ix): Auditor Assessment Lists required in
auditing. _____

54 (x): C/S forms and supplies. _____

54 (xi): Auditing chairs, tables and auditing room
requirements. _____

AUDITOR PAY. _____

QUAL SEC (72)

73: Examiner forms and routing forms. _____

77: Auditor Report Forms, worksheets and supplies. _____

80: ARC Bk Reg supplies and forms. _____

82 (i): Certificates for all courses and all grades. _____

82 (ii): Release pins. _____

82 (iii): Minister Cards. _____

84: RELEASE LITERATURE FOR ALL PRECLEARS WHICH TELLS THEM WHAT THEY HAVE ATTAINED AND WHAT THEIR NEXT STEP IS. _____

85a (i): MEMBERSHIP PROMOTIONAL MAILINGS. _____

85a (ii): MEMBERSHIP CARDS. _____

DIST SEC (86)

88 Revised (i): Tape play handouts. _____

88 Revised (ii): Tape play advertisements. _____

88 Revised (iii): Open house supplies - i.e., mailing costs, and tea, coffee and such supplies. _____

87: BASIC COURSE PROMO AND HANDOUTS. _____

90: Lecturer expenses. _____

91: Bookstore displays or posters. _____

94 (i): CARDS FOR BOOKS PLACED IN BOOKSTORES GIVING ORG'S ADDRESS AND TELEPHONE, ETC. _____

91b, 95: Book ads in magazines. _____

92: Purchase of new mailing lists. _____

93 (i): INFO PACKS FOR 3 MAILINGS SCHEDULED FOR EACH PERSON AND ENVELOPES FOR SAME. _____

93 (ii): Address stickers. _____

93a: INTRO LECTURE INVITATION CARDS. _____

94 (ii): TESTING HANDOUTS. _____

94 (iii): TESTING SUPPLIES. _____

94 (iv): BASIC COURSES PROMO. _____

97 (i): LOCAL MAILING TO LOCAL FRANCHISES IN ORG'S AREA. _____

97 (ii): MONTHLY FSM MAILING. _____

102 (i): FSM SELECTION SLIPS. _____

101: FSM COMMISSIONS. _____

102 (ii): FSM and Franchise dissem materials. _____

103 (i): EXTENSION COURSE MATERIALS. _____

103 (ii): Extension Course advertisements. _____

104: Promo inviting Scientologists to send names and addresses of friends for Info Packs. _____

106: Mailing to local groups.

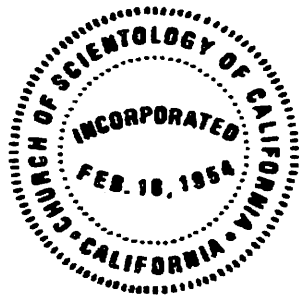
108, 109: Postage for student and pc follow-up letters.

110: Printing of Success handouts.

117: Public Membership cards.

121a: AUDITOR ASSOCIATION MAILING.

THAT AN ITEM IS NOT IN CAPS DOES NOT MEAN IT IS UNIMPORTANT. THE ONES IN CAPS MUST BE FPed FOR.



L. RON HUBBARD
FOUNDER

LRH:nt:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 244 INT

28 July 1974

280710R

TO: DGF WW, A/GFs,
FBO CONTLS, FBOs

FROM: RON

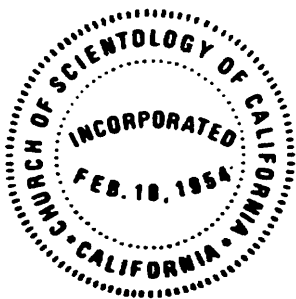
SUBJECT: RAISING GI STAT

REF: HCO P/L 20 NOV 65, PG 84 OEC VOL 0
AND 28 JUL 74 ADD. (NOT 15/4/73.)

(1) DEMAND FBOs GET IN REF P/L AS THEIR ORG PUSH
ACTION.

(2) REQUIRE FP BE CONDUCTED AGAINST REF P/L FBO
ADDING FINANCING TO GET PROMO IN P/L DONE.
P/L IS CHECKLISTED AGAINST FP TO BE SURE THEY
ARE PROVIDED FOR.

LOVE = RON



L. RON HUBBARD
FOUNDER

LRH:nt:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 243 INT

25 July 1974

260701R

TOP PRIORITY

TO: EDs
COs
DISSEM SECS
ATTN LRH COMMS

FROM: RON

SUBJECT: BOOKS MAKE BOOMS

REF: VOL 2 OEC, AO 504

EVAL SHOWS WAY PAVED FOR BOOM BY EARLIER PUBLIC BOOK SALES. WHEN BOOK PUSH FALLS BOOM FALTERS.

1. GET AREA MAG OUT AT ONCE THAT HARD SELLS BOOKS METERS TAPES AND MAJOR SERVICES.
2. ENCLOSE BOOK FLIERS IN ALL LETTERS OUT.
3. MAN UP BOOK SECTION.
4. STOCK UP ON BOOKS METERS TAPES.
5. GET RECEPTION SELLING BOOKS.
6. SELL HAS STUDENTS BOOKS.
7. DISPLAY BOOK SIGNS.
8. GET CF AND ADDRESS STRAIGHT BY RECRUITING POSTING HATTING.
9. MAIL MAJORS TO MEMBERS MINORS TO WHOLE CF.
10. GET BOOKS IN LOCAL STORES.
11. GET FULLY IN VOL 2 OEC MAG BOOK METER TAPE POLICY.

RON



L. RON HUBBARD
FOUNDER

LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 242 INT

24 July 1974

To: EDs
Div 6es
ALL STAFF

From: RON

Subject: PUBLIC HAS COURSE

References: HCO Policy Letter of 12 Sept 65
"Foundation Course Change"
Page 204 OEC Volume 6
LRH ED 235 INT, Step D

Orgs that have gotten this new Course in fully are highly commended.

Only about 10 orgs (about 10%) do not yet have this course in.

Those orgs which have it in now very fully are doing splendidly. Vancouver had 8 Grads last week, no blows, 100% re-sign up, \$10,300 GI from Grads plus 2 new staff and 20 starts for this week. San Diego has 18 attendees and no blows first time ever (former blow rate was 80% to 100%). Saint Louis's initial phase over gave them no blows and 100% re-sign up.

Some orgs have had a bit of a rough time getting adjusted staff-wise so they had a Supervisor for it. They would be very wise to get the Super scene handled well and quickly. The success of this course has considerable dependence on a good, straight forward, in-tech Supervisor.

The course was the original LRH designed course, re-chosen over the later courses (1971 and the 9 May check-sheet). The newer ones, written by others and added to had a very high blow rate and low re-sign up and were successful only when brilliantly supervised.

The "new" course has been very well received around the world.

Scn Basic Course Completions are in International Affluence.

Hey, could this be the next boom?

L. RON HUBBARD
FOUNDER



LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 241 INT

22 July 1974

220703R

To: ALL STAFFS, GO, A/Gs,
HAS, EOs, Ds OF P

From: RON

Subject: POTENTIAL TROUBLE SOURCES

Ref: HCOB 10 AUG 73
HCO P/L 5 APR 72 Issue I

AS THE ACTUAL TECH OF PTS IS NOT WELL UNDERSTOOD OR
USED:

1. NO STAFF MEMBER MAY BE DISMISSED FOR BEING PTS. ANY STAFF MEMBER PREVIOUSLY DISMISSED AS PTS MUST BE RESTORED TO STAFF.
2. A COMM EV OR CONDITION MAY BE ORDERED ON ANY STAFF MEMBER REFUSING OR FAILING TO HANDLE PER ABOVE REFERENCES.
3. NO HGC PC MAY BE ROUTED OFF LINES AS PTS BUT MUST BE HANDLED BY THE AUDITOR USING ABOVE REFS.
4. ONLY WHEN THE ORG HAS A GRADUATE OF GO JUSTICE CSE ON POST MAY 3 ABOVE BE RELAXED AND ONLY THEN WHEN PTSs ARE ACTUALLY BEING HANDLED BY HIM.

PTSNESS IS ACTUALLY A PTP AND CAUSES ROLLER COASTER AS IT IS DIFFICULT TO AUDIT OVER A PTP OR WORK EITHER. BUT IT ISN'T ALL THAT HORRIBLE. AND IT CAN BE HANDLED, USUALLY EASILY.

LOVE = RON



L. RON HUBBARD
FOUNDER

LRH:nt:bk

17 August 1982

ADDENDUM

LRH ED 241 INT

Since this LRH ED was originally issued, reference dates for the PTS handling issues noted at the top of the issue have changed, and the PTS Cassette CAN WE EVER BE FRIENDS has been made available.

The Reference lines of the issue should now read:

"HCOB 10 Aug 73

"HCO PL 20 Oct 81

"PTS CASSETTE - CAN WE EVER BE FRIENDS"

Additionally, the course named in Point 4 has changed. Point 4 should now read:

"ONLY WHEN THE ORG HAS A GRADUATE OF PTS DETECTION, ROUTING AND HANDLING CSE ON POST MAY 3 ABOVE BE RELAXED AND ONLY THEN WHEN PTSs ARE ACTUALLY BEING HANDLED BY HIM."

Flag Mission LRH EDs

Authorized by AVC

Approved by WDC

for the

CHURCH OF SCIENTOLOGY
INTERNATIONAL

CSI:WDC:AVC:SW:iw

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 238 INT

6 July 1974

To: LRH COMMS

Subject: ADDITIONAL REGES

Ref: LRH ED 234 INT REG BONUSES
LRH ED 235 INT MAGIC FORMULA
LRH ED 236 INT REG PGM NO. 2
LRH ED 237 INT TELEX TO LRH COMMS TO GET THESE
EDs IN PLUS LONG RANGE ESTABLISHMENT
PGM.

BODY REGES

In any org where the volume of public traffic is large, additional Body Reges and Public Reges must be posted. The point which establishes need is whether or not there are any people waiting for interview. Where public waiting is constant, more Reges are needed so that instant service occurs.

LTR REGES

Where the volume of letters requires it more than one Letter Reg should be posted. The point that establishes this is whether there is a backlog of incoming mail PLUS is anyone writing to CF correspondents. Letter Reges are added so that there is no backlog occurring or building and there is a program of writing to CF independent of day to day inflow.

Letter Reges should be able to get one for one answers to their letters. I do, even when using another name, just by applying Letter Reg policy. Form letters do not get answers. A letter written with the person's current letter in hand AND the CF folder to consult, lets one write a warm, interested letter TO THAT PERSON. These get answers.

CF AND ADDRESS

When a CF is not kept filed up to date and is incomplete or not available, the org loses thousands of dollars a week in Div 2 only.

A Central Files clerk (or a team when it is all backlogged) is a vital necessity.

Address must be manned up to match the CF and to keep address changes going. It must be manned up or it makes promo useless and over-expensive.

Vol 2 OEC gives the know-how of CF and Address.

It is very wasteful to put out promo to an inaccurate Div 2 mailing list.

It is almost impossible to write good letters to a non-filed CF.

These have usually been neglected points.

SUMMARY

In manning up Reg posts per LRH ED 234 INT these points above must be kept in mind. LRH ED 234 INT is an absolute minimum of Reges. And Reges require back up.

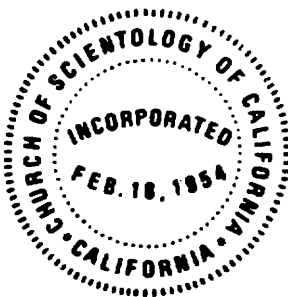
Also when Ethics files are not available or not up to date, errors can be made in accepting people and result in needless refunds.

There are additional Reg posts and there are back up posts like CF, Address and Ethics files which are vital to stats.

There's nothing like doing the routine and standard to get stats up.

The most on-policy orgs are always the high stat and most stable and expanding orgs.

The policies are in the OEC volumes.



L. RON HUBBARD
FOUNDER

LRH:clb:gal

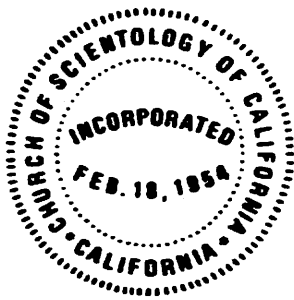
L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 237 INT

6 July 1974

060703R ALL ORGS LRH ED 237 INT LRH COMMS.
INT STATS SO AND SCN ARE SOARING AGAIN.
THE BOOM IS ON. PUSH IN LRH EDs 234, 235,
236 INT HARD AND WELL, FAST! ALSO GET
DONE AND IN HERE LONG RANGE ESTABLISHMENT
PGMS FOR YOUR ORG AS IT IS GOING TO GROW
AND GROW. THE PLANET IS OURS. LOVE = RON



L. RON HUBBARD
FOUNDER

LRH:clb:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 236 INT

5 July 1974
Reissued 22.10.82

Cancels all LRH ED 159 Int Series

URGENT

IMPORTANT

(LRH Comm to Get Done Fast)

To: C/Os, EDs, all Registrars,
Dissem Secs, Dist Secs,
Ltr Regs, ARC Brk Regs,
Phone Regs, Tours I/Cs,
Tours Personnel, any and
all Execs and Staff
concerned with any public
sales or money collection.

From: RON

Subject: REGISTRATION PGM NO. 2

References:

HCO PL 28 September 71 SELLING AND DELIVERING AUDITING
HCO PL 11 October 71 CORRECTION SELLING AND DELIVERING
AUDITING

BIG LEAGUE REGISTRATION POLICIES:

HCO PL 2 Nov 72R "Big League" Reg Series 1 (Revised
and Reissued 1st Dec 72) USE OF SALESMANSHIP TECH
AND SKILLS

HCO PL 1 Dec 72 "Big League" Reg Series 2
SALES DATA SHEET

HCO PL 1 Dec 72 "Big League" Reg Series 3
PROSPECTING AT THE CLOSE AND THE ADMIN INVOLVED

HCO PL 1 Dec 72 "Big League" Reg Series 4
SIGN-UP MADE SIMPLE

HCO PL 1 Dec 72 "Big League" Reg Series 5
HANDLING THE PUBLIC INDIVIDUAL, OFFER HIM A CHOICE

HCO PL 1 Dec 72 "Big League" Reg Series 6
Cancels HCO PL 26 Nov 71R

THE PUBLIC REG POST SIMPLIFIED AND STREAMLINED

HCO PL 1 Dec 72 "Big League" Reg Series 7

Cancels HCO PL 26 Nov 71R "Public Reg Interview
Admin"

REGISTRATION CARDS, UTILIZATION OF

HCO PL 1 Dec 72R "Big League" Reg Series 8
THE "BIG LEAGUE" TRAINING OFFICER

HCO PL 1 Dec 72 "Big League" Reg Series 9
DUPLISTICKER-INFO PACK ASSEMBLY LINE

BPL 1 Dec 72R "Big League" Reg Series 10R
(HCO PL 1 Dec 72 Revised 2 June 74 and
reissued as Board Pol Ltr)

COMPETITIVE REGISTRATION COMMISSION SYSTEM

BPL 1 Dec 72R "Big League" Reg Series 13
HOW A REGISTRAR TALKS MONEY

(Cancels "How the Cashier Goes Big League")

References (cont'd):

CHECKSHEET SERIES

BPL 5 Jul 74 Iss I
 TECHNIQUES OF SELLING - Checksheet 0
 "Big League Sales Closing Techniques" Book
 BPL 5 Jul 74 Iss IA
 LEARNING HOW TO LEARN - Checksheet 1
 "Applied Scholastics Study Manual"
 BPL 5 Jul 74 Iss II
 THE KEY BASICS OF SELLING - Checksheet 2
 BPL 5 Jul 74 Iss III
 CONFRONT AND COMMUNICATION TRAINING DRILLS
 - Checksheet 3
 BPL 5 Jul 74 Iss IV
 CLOSING TECHNIQUES - Checksheet 4
 BPL 5 Jul 74 Iss V
 PROSPECTING AT THE CLOSE - Checksheet 5
 BPL 5 Jul 74 Iss VI
 PROSPECT BACKOUT - Checksheet 6
 BPL 5 Jul 74 Iss VII
 BASIC MUSTS - Checksheet 7
 BPL 5 Jul 74 Iss VIII
 CLOSING ERRORS AVOIDANCE - Checksheet 8
 BPL 5 Jul 74 Iss IX
 TAG-TEAM CLOSE - Checksheet 9
 BPL 5 Jul 74 Iss X
 DOUBLE-TEAM CLOSE - Checksheet 10
 BPL 5 Jul 74 Iss XI
 SHOW AND TELL - Checksheet 11
 BPL 5 Jul 74 Iss XII
 BRICK OVERCOAT REMOVAL - Checksheet 12
 BPL 5 Jul 74 Iss XIII
 BIG LEAGUE GO-BUTTON - Checksheet 13
 BPL 5 Jul 74 Iss XIV
 BUYER TYPES CLOSING - Checksheet 14
 BPL 5 Jul 74 Iss XV
 QUALIFYING THE PROSPECT - Checksheet 15
 BPL 5 Jul 74 Iss XVI
 PROFESSIONAL CLOSING - Checksheet 16
 BPL 5 Jul 74 Iss XVII
 HUBBARD PROFESSIONAL SALESMANSHIP COURSE CHECKSHEET
 (which is complete when all above checksheets
 are done as they are credited on it)

A situation exists in some orgs where sales are very low. A second situation exists in several orgs where only very tiny payments are made by the public on the "sales" that are made.

Data is that many orgs have been without Reges. This was under handling by the LRH Comm network getting in LRH ED 234 INT and a general push to get Reges on post.

Further data is that Big League Sales has not been pushed for a year.

The Why of this scene is that Reges are not closing because they do not know or do not use Big League Sales.

To handle this it is necessary to activate the tech given in the above references and to get it checked out and patrolled so that it is actually and properly used.

Just as auditors or a tech division will fail if they do not know or use the tech and if no one is making sure it is in use, so will Registrars fail if they do not know or use the tech of selling.

Every specialized activity has its tech. Many people do not recognize that. Even washing a car has a tech and if it is not known and used, it takes hours to "wash the car" and the "product" at the end is a messed up car. Building a brick wall or digging a ditch or writing symphonies, each activity, if it is going to result in a real product that has any value, has a specialized tech.

Selling, closing deals, getting the money is a highly specialized tech. I have seen a Reg actually offer credit or suggest a tiny payment when the prospect was sitting there with the full price in his pocket, ready to hand it over.

Some sales people can't have money. Some have no reality on or don't believe in their product.

Some are so PTS to persons who invalidate their product that they go into unconscious agreement and prevent its sale. You don't put PTS people on Reg lines.

On the other side of the scene, there are Reges who seem utterly magical. People walk in and people buy in droves, the money mounts up to great heights.

One could say these magical people may have a "knack" for selling, a talent. And leave it in mystery. It is no mystery.

They use the tech of selling and use it straight. They are not in doubt about what they are doing. They do it. They do not alter the tech or squirrel. They just plow right ahead and SELL and CLOSE and take the money in full.

This program will bring you expansion and a prosperous org.

1. Those Reges now on post must AT ONCE begin to sell BLOCKS of 12½ hour Intensives (such as 6 or 8) and BLOCKS of Courses (such as HSDC up to Class II or IV or highest courses of the org). The ED is to require this and stress to Reges that this is not only possible but was the way things were done in top level orgs. Each Reg convinced and doing it.

C/O OR ED

2. Each Reg to get paid cash in hand in full for what is bought at the time of the close, giving financial advice, bank loan advice or any other advice needed. C/O or ED to get any disagreement, HE&R or apathy out of the way on this.

C/O OR ED

3. Dig up the org copies (every org had copies in 72) of "Big League Sales" and "The Language of Salesmanship" by Flag or if not found order copies of both by telex from Pubs US or Pubs DK.

LRH COMM

4. Have all Reges simply read "Big League Sales" using "The Language of Salesmanship" and a standard (not dinky) dictionary, and have them meter checked or word cleared on the words they may have missed.

This is Board Policy Letter 5 July 74 Checksheet Zero. This is the first checksheet on the new Sales Course and they get credit for it on the full course. There are no drills or complications at this stage. Just read it. LRH COMM

5. Post all the 6 Reges called for in LRH ED 234 INT of 13 June 74 without tearing up other working installations in the org. HAS
6. Do tgts 3 and 4 on newly posted Reges and gen them in as needed as staff members (such as Staff Hat). LRH COMM
7. Do targets 1 & 2 on the new Reges. C/O OR ED
8. Smooth out or put in the lines of Reception to Reg in Divs 1, 2 and 6 including Cashier. SUPERCARGO OR HES
9. See that there are no bonuses paid if 6 Reg posts are not filled. TREAS SEC
10. See that only half bonuses are paid (per Board Policy Letter 1 Dec 72R Issue VIII Revised 2 June 74, Big League Registration Series 10R) each Reg until he or she has completed the full Big League Course in the Academy and been certified. TREASURY SEC
11. Get each Reg indoctrinated with the slogan "SELL THE CUSTOMER IN FRONT OF YOU" (Ltr Reges and ASRs "SELL THE CUSTOMER YOU ARE WRITING OR PHONING"), pull any disagreements and HE&R or reservations about it. C/O OR ED
12. Paste the slogan inside, near the front edge and big in a drawer the Reg has to open occasionally in his desk. DISSEM SEC
13. Get the Academy fully grooved in on the Sales Course with books, packs, checksheets as in above reference. "What is a Course" P/L applies in full. This is part time staff study for the Reges. It is not to be sloppily done. D OF T
14. Hold a brief meeting before business hours daily with the Reges, Dist Sec and Dissem Sec and set targets. Tech Sec and Qual Sec to attend very briefly and show Reges Success Stories and tell them of pc and student wins so Reges know what they are selling is worthwhile and so they have fresh data to toss in to sales talks. Reges often hear entheta. Much oftener they don't hear of the big wins and mistakenly think they are committing overts by selling courses and intensives. C/O OR ED
15. Each week select the "Reg of the week" based on volume of sales and see that the name is posted on the staff board. DIST SEC
16. Have a florist deliver a flower every day to the "Reg of the week" for the last week and place it in a vase on the Reg of the week's desk. (The recipient may be different every week.) TREASURY SEC

17. Put at least three persons full time on the Sales Course as reserve Reges (in addition to the 6 on post).
HAS _____
18. Get several Supervisors recruited and trained.
D OF T _____
19. Get extra C/Ses in training. D OF T _____
20. Get twelve Staff Auditors in full-time training under full contract on a crash basis.
D OF T _____
21. Pull in C/Ses and Auditors to handle pcs.
D OF P _____
22. Get all courses well covered with Supervisors NOW.
D OF T _____
23. Man up the Admin posts of the Tech Div.
HAS _____
24. Get everyone in the Dist Div to do the checksheet of Vol 6 OEC Course.
HAS _____
25. Get everyone in the Dissem Div to do the checksheet of Vol 2 OEC.
HAS _____
26. Get everyone in the Tech Div to do the checksheet of Vol 4 OEC.
HAS _____
27. Get everyone in the Qual Div to do the checksheet of Vol 5 OEC.
HAS _____
28. Get everyone in HCO to do the checksheet of Vol 1 OEC.
HAS _____
29. Get everyone in the Treasury Div to do the checksheet of Vol 3 OEC.
HAS _____
30. Get everyone in Div 7 to do the checksheet of Vol 7 OEC.
HAS _____
31. Work out staff study hours so as not to hurt production time.
HAS _____
32. Indoctrinate Public Reges not to sell a book or HAS when they can sell anything up to Class IV Expanded Dianetics or the full offering of the org.
C/O OR ED _____
33. Put more of a type of Reg on where there is overload.
HAS _____
34. Have Reception or the Reg's Communicator keep a log of all persons interviewed. Have each marked where a service is sold and paid for. Give I&R the job of going over these logs and getting the ratio of interviews to sold for each Reg. This is a SALES % RECORD. Have these graphs made up and posted each week near the crew notice board out of public but in staff view.
HAS _____
35. Consider EVERY failure to close and get paid in full a REG GOOF and cram the Reg, getting Mis Us, disagreements off.
QUAL SEC _____

36. Weed out or get PTS Reges handled terminatedly.
Replace at once if weeded out. A/G _____
37. Watch the Reg graphs and clean up the lowest Reges
finding Why they are unable to close with full pay-
ment and handle. QUAL SEC _____
38. Make sure Reges have case wins on their own cases.
QUAL SEC _____
39. Have an electronic system installed in the org with
a mike that looks like a calendar or ornament on
the Reg's desk and a listen-in switch-board system
in the ED's office so he can overhear at any time
any interview in progress. Have a tape recorder
that can plug in to the box and tape any interview.
This is a duplicate of the listen-in system that
cured bad auditing in DC before C/Ses existed.
C/O OR ED _____
40. Tell Reges that if any excellent interview is taped
it will be sent to Flag and commended.
C/O OR ED _____
41. Have the phone company hook a phone listen-only
connection to the Phone Reg's phones and available
in the ED's office so that at any time a phone
interview can be monitored but not interrupted.
C/O OR ED _____
42. Pressure Reges to get their full Big League check-
sheets done and debug any stalls such as "He has
to have his PRD first" or "there is no Super now"
or "there is no time" etc. LRH COMM _____
43. Indoctrinate Reges that "One customer walking out
without buying something is a goofed Reg action."
C/O OR ED _____
44. Any HAS grad who does not buy further service is
a goofed Super and goofed Reg action. When "Goof
Sheet" (Sales %) is low, cram HAS Super and Public
Reges. QUAL SEC _____
45. Any HAS who blows is a goofed Super action. Cram
the Super. QUAL SEC _____
46. Indoctrinate Reges into thinking big in terms of
sales. But not to go after only some rumored big
pkg and lose the rest. C/O OR ED _____
47. Repeat tgts 3 to 5. HAS _____
48. Repeat tgts 1 & 2. C/O OR ED _____
49. Obtain new prospects by appointing 2 trained Reges
(not those on key posts) and have them (a) go over
old invoices of people who have successfully had
services, (b) contacting them and getting them to
recommend at least 2 persons who would benefit from
auditing or training, (c) contacting the people
recommended, (d) using the recommender's name and
(e) selling them services. DISSEM SEC _____

50. Now that your Sales Course (Big League) is fully grooved in, (a) appoint 2 trained Reges who are skilled (not those on post), (b) equip them with literature, (c) have them contact large businesses that employ numbers of salesmen, (d) have them sell a package of full training on salesmanship, (e) handling downstat salesmen, to be given to their sales employees or store clerks at a flat not small price. They are to sell salesmanship but stress new fast methods of study, as piloted in universities (Applied Scholastics Study Tech) and basic sales technology plus the ability to confront customers well. These courses are Academy courses and taught as such. DIST SEC
51. Sell any such students personally (in tgt 50) basic auditing in addition to the course "to handle personal problems" and basic Auditor Class training "to know all about the mind" when they are well along in the course. DISSEM SEC
52. Balance up org by recruiting, not musical chairs or dismissal, to 2 to 1 Admin-Tech ratio. SUPERCARGO OR HES
53. Redo the whole Program, catching newly posted persons or holes or omissions or targets dropped out. LRH COMM

Good luck and prosperity.

The planet is ours.

Grow up big enough to handle it.

L. RON HUBBARD
FOUNDER

Adopted as Official
Church Policy by the

CHURCH OF SCIENTOLOGY
INTERNATIONAL

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L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 235-1 INT

16 July 1974

From: Ron

Subject: CLARIFICATION OF TGTS B, D AND H LRH ED 235 INT

Ref: LRH ED 235 INT

B.

Don't accept, or collect on all bounced cheques.

Due to tlx brevity the comma was missing after accept.

The target means not to knowingly accept a cheque you know will bounce - BUT if you do get one that bounces, collect it.

All tgts of LRH ED 235 INT were the result of direct evaluation of the current scene.

Orgs' Corrected Gross Income is falling way below GI in most orgs mainly because of bounced checks and partly because of refunds.

Sometimes a person will give a Reg a check and ask the Reg not to cash it and the Reg turns it in to Treasury and it gets deposited with a resulting ARC Break.

The best way to handle is request cash - but if that is still not forthcoming accept only a post-dated (future date) check and say service begins on that date.

D.

Refunds are covered in D. for a Paid Completion has to be accompanied with a Success Story. Delay of paid service is caused by lack of auditors, C/Ses and Supervisors.

C/S Series 81 has also raised its head in refunds. Auditors should only be paid low pay and a WDAH bonus. A WDAH requires an F/N at the examiner. Some orgs paying for completions have had their auditors push harder pcs over to Ethics and label them "dog cases". Auditors are supposed to take any case today, not just easy ones.

Target D. therefore avoids refunds.

H.

Target H. must NOT cause musical chairs in an org. This can crash stats. If it has happened, then iron it out, revert to posts, get on new staff, require full hat turnover before moving up.



L. RON HUBBARD
FOUNDER

LRH:clb:gal

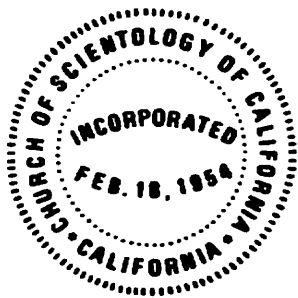
L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 235 INT

2 July 1974

020701R ALL ORGS VIA FOLOS: LRH ED 235 INT THE MAGIC
FORMULA FOR CONTINUING THE BOOM IS A. PULL IN AND
SIGN UP LOTS OF STUDENTS AND PCS. B. DON'T ACCEPT
OR COLLECT ON ALL BOUNCED CHEQUES. C. QUAL RECOVER
BLOWN HASES WITH HCOB 15 AUG 71 AND HCOB 16 AUG 71.
D. PUT ON AUDITORS AND SUPERS AND PUSH PAID COMPS
OUT OF SIGHT. E. MAN UP AND HAT YOUR ORG. F. GET
OUT AREA MAGS FAST WHETHER OR NOT YOU HAVE BOARDS.
G. MAN ALL REG POSTS. H. MAN ALL EXEC POSTS. I.
WEAR YOUR HATS AND PRODUCE THE SERVICE REQUIRED OF
EACH POST. PSYCHIATRY IS COLLECTING MORE THAN
\$44,107,306,153.00 A YEAR FOR RUINING HUNDREDS OF
THOUSANDS. THIS IS REPEAT IS YOUR PLANET. YOU ARE
SALVAGING THREE BILLION PEOPLE. YOU ARE ENTITLED TO
MORE THAN PSYCHIATRY. SO GET GOING. LOVE = RON.



L. RON HUBBARD
FOUNDER

LRH:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 234R INT

22 August 1974

Cancels LRH ED 234 INT
"Reg Bonuses."

To: COs, EDs, Scn & SO Orgs,
HAS, TREAS SEC, A/Gs,
A/GFs, DIR DISB for
Action, LRH Comms for
Execution.

From: RON

Subject: REGISTRATION

Reference: AO 483-12 "Telephone Eval" by LRH.
BPL 1 Dec 72RA.

Reg Bonuses as laid out in BPL 1 Dec 1972R Issue VIII are not popular. This has been most carefully surveyed in various SO and Scn Orgs.

In small orgs they deny the Reg adequate pay and in big orgs they deny the staff adequate pay.

BPL 1 Dec 72R lays down a scale of bonuses. This is being changed and reissued, to the benefit of all concerned. However:

1. REG BONUSSES ARE OPTIONAL WITH THE ORG, TO BE ESTABLISHED BY STAFF MEETING.
2. THE TELEPHONE BILL RUN UP BY A REG IS DEDUCTIBLE FROM THE AMOUNT OF MONEY ON WHICH THE BONUS IS PAID, WHEREVER THE BONUS SYSTEM IS USED.
3. THE EXPENSES OF A TOUR ARE DEDUCTED FROM THE GI COLLECTED BY THE TOUR WHEREVER BONUSSES ARE PAID ON IT.
4. THE SO-CALLED GI PRODUCT OFFICER IS HEREAFTER DESIGNATED THE DISSEM PRODUCT OFFICER. (GI Prod Off was never a legal post.)
5. THE C/O OR ED WHO DOES NOT HAVE ALL REG POSTS COVERED AND ACTIVE, WHO DOES NOT HAVE AN UP-TO-DATE WELL ORGANIZED CF IN USE, AND WHO DOES NOT HAVE VOL 2 OEC LETTER REG POLICY IN AND ON-POLICY LETTERS FLOWING OUT AND WHOSE DIV 6 IS INADEQUATELY MANNED AND EFFECTIVELY ACTIVE IS SUBJECT TO COMM EV AND THE ORG SUBJECT TO A \$10,000 FINE PLUS MISSION EXPENSES.

The key to high GI is heavy booksales to the public, an excellent Div 6, an operating CF and Reges on post and trained in selling (Big League Sales), plus excellent and rapid tech delivery. There is no lasting short cut to any of these actions.

As to BONUSES, where the system is to be used, THOSE RECEIVING THEM CAN CONVERT THEM TO DOUBLE THEIR VALUE IF THEY PERSONALLY TAKE THEM IN ORG SERVICES OUT OF PRODUCTION HOURS.

PROGRAM

1. Get this LRH ED known to the Execs and Staff by reading it to them. LRH COMM _____
2. Hold a meeting on receipt of BPL 1 Dec 72RA, read and explain it and get a majority vote yea or nay. LRH COMM _____
3. If "yea" check Treasury to see if they understand how to subtract phone expenses and tours expenses from GI earned by a Reg or Tours to compute the bonus. If "nay" then abandon this tgt. LRH COMM _____
4. See if the stipulations in paragraph 5 are present or absent in the org. Check them off as there or not there. LRH COMM _____
5. Show C/O or ED the list of things missing in 4 and get him to work out a program right now and publish it as an Org ED as to how he is going to remedy it, all tgts assigned. LRH COMM _____
6. See the HAS and debug ideas on inability to recruit enough to fill CF, Address and Reg posts. LRH COMM _____
7. See if there is a resistance in Tech to having too heavy an inflow of pcs and students and if so debug it. Debug also any idea of costly tech staff that makes an org insolvent. LRH COMM _____
8. Push the program in 5 above. LRH COMM _____
9. Get in LRH ED 236 Int wherever it has fallen out or not been gotten in. (Note Tgt 10 will not apply in orgs not on the bonus system.) LRH COMM _____
10. Signify Pgm progress and completion to CS-7. LRH COMM _____



L. RON HUBBARD
FOUNDER

LRH:nt:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 233 INT

10 June 1974

To: GO Staff Int
FBO Execs and FBOs Int
All COs and EDs
Org Staffs

From: Ron

Subject: FBOs TRANSFER TO GO

Reference: AO 496-6

This ED transfers the FBO Network under the Guardian Office.

Hereafter the Flag, Continental and Org FBOs will take their orders from the Deputy Guardian for Finance WW, D/Gs, A/Gs and A/Gs F in the GO chain of command.

This will facilitate the making of more accurate records, better training for FBOs, better collections and interest in making orgs make money and better economic conditions.

While this ED does not envision dismissal of FBOs, or abolishing the Network, no Continental or Org FBO or FBO staff may leave post from this date unless he has

- (a) Collected or taken total action on all bounced checks ever received, and
- (b) Settled his accounts in full, and
- (c) Completed his records, and
- (d) Signed off his bank accounts.

All FBOs are to acknowledge the authority of the GO.

The chain of Command on FBOs is Guardian WW, Deputy Guardian for Finance WW, FBO Int I/C, FBO Int Org Officer, Continental FBOs, Org FBOs with a parallel line D/G F WW, D/G F Continental, A/G or A/G F (where posted) to Org FBO.

This includes as well SO Orgs.

This order is issued as an ED because it is a temporary arrangement and EDs expire in a year unless renewed.

This order transfers as well all FBO materiel and physical property, records and FBO Network spaces to the GO.



L. RON HUBBARD
FOUNDER

LRH:clb:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 231-1R INT

31 July 1974

Cancels 231-1 INT

To: LRH Comms Cont'l
All Staff

From: RON

Subject: EXPANSION TARGETS DATE MODIFIED
AND RE-PROGRAMMED FOR 153RC

Ref: LRH ED 231 INT EXPANSION TARGETS
9 May 74
HCO P/L 8 Feb 72 EXEC SERIES 7
Issue II

*(LRH Comm Cont'l to get this program done and fully
in fast. Tgts on original 231-1 count on this.)*

(Changes in Script.)

I have reviewed the expansion targets of this ED and find that it would be better to proceed from the original target date of 27 Dec 1973.

0. Telex all orgs that their 13 Mar 75 target date for 10x is based on 27 Dec 73, per this LRH ED.
LRH COMM CONT'L. _____
1. Therefore: Immediately draw all Continental GDS expansion graphs from 27 Dec 73 to 13 Mar 75 for 10x. FOLO MR. EXPANSION. _____
2. Do the same for each org. FOLO MR. EXPANSION. _____
3. Have it done at each org. LRH COMM ORG. _____
4. Have your Continental Mr. Expansion post the graphs in Programs. LRH COMM CONT'L. _____
5. Have each org post their graphs in their OIC. LRH COMM ORG. _____
6. On a weekly basis have Pgms Chiefs target orgs on a weekly basis, using the line that passes that week for that GDS. FOLO MR. EXPANSION. _____
- 6A. Have the sums picked off on a DAILY BASIS for daily phone quotas from FOLOs. MR. EXP. _____
7. See that Pgms Chiefs are checked out on HCO P/L 8 Feb 72 Issue II Exec Series 7, all Mis-Us pulled, starrate and demos. LRH COMM CONT'L. _____

- 8R. Have Mr. Expansion require DAILY and weekly quotas of the Org CO or ED for all Org GDSes including Paid Comps. He requires Paid Starts, PRPS, and Booksales daily and weekly quotas of the Org Flag Rep. LRH COMM CONT'L.
- 9R. Rocket the ED or C/O whose Paid Comps, GI or other GDS goes down and name the LRH ED 153RC ED's or C/O's Tgt that applies and demand he get it in. PGM CH FOLLO.
- 9a. Rocket the FR if Paid Starts, PRPS or Booksales goes down and have him handle the appropriate 153RC Tgt and DO it. PGM CH FOLLO.
- 9b. At the first sign of personnel scarcity, musical chairs, space scarcity, off policy actions, out ethics or high refunds, rocket the LRH Comm to get the appropriate LRH Comm 153RC Tgt in. PGM CH FOLLO.
- 9c. Use telex wherever possible as it has a memory and is cheaper.
PGM CH FOLLO.
LRH COMM FOLLO.
FR CONT'L.
10. Forbid invalidation and HE and R on phone or long distance comm lines and limit the calls to one a day at a prearranged time. LRH COMM CONT'L.
11. Get in the 3rd Dynamic TR 2 and TR 4 on Pgms Chiefs and Mr. Expansion. LRH COMM CONT'L.
12. Push LRH EDs to compliance by LRH Comms in orgs. LRH COMM CONT'L.
- 13R. Push Flag evaluated Pgms for the org to priority completion via FRs in the org. FR CONT'L.
- 14R. Keep the stat books, promptly kept up to date, for all key stats and especially those of 153RC for use by Mr. Exp & Pgm Chs. FOLLO DATA AIDE.
- 15R. If no Single Hatted LRH Comm in org, get one there. LRH COMM CONT'L.
- 16R. If no Single Hatted Flag Rep in org, put one there. FR CONT'L.
17. If inadequate Pgm Chiefs in FOLLO get them posted and hatted. LRH COMM CONT'L.
18. If no adequate Ext Comm Aide or personnel or Data Aide or personnel, get them posted and hatted. LRH COMM CONT'L.
19. If telex or phone line showing up in illegal, off policy orders, get the personnel hatted, trained or replaced. LRH COMM CONT'L.
20. If no LRH Comm Cont'l Single Hatted, appoint one who is SO and qualified. CS-7.

21. If no FR Cont'l Single Hatted, appoint one.
FFR. _____
22. If no functioning ED in org, appoint one.
SUPERCARGO FB. _____
23. If no functioning C/O FOLLO, appoint one.
SUPERCARGO FB. _____
24. Get FOLLO Recruiting successfully. FPP0. _____
25. Get the whole FOLLO enrolled on and attending a
Data Series Course. LRH COMM CONT'L. _____
26. Start up an OEC Course in a nearby org and begin
to make trained Execs. LRH COMM CONT'L. _____



L. RON HUBBARD
FOUNDER

LRH:nt:gal

NOTE: All LRH ED 153 series (153 through 153RJ) were cancelled by LRH in December 1976. The current issue of this series by LRH is LRH ED 153RK in this pack.

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 231R INT

15 September 1974

Cancels LRH ED 231 INT

URGENT/IMPORTANT

To: All Staff

From: RON

Subject: EXPANSION TARGETS - REVISED

TELEX TO CO FLEU, CO FLWUS, CO FLEUS, CO FLANZO, CO FLUK, CO FLAF 150901R VIA STAFF CAPT, CONTROLLER, AIDES AND CO FB IMPORTANT LRH ED 231R INT. TO CO FOLO, LRH COMM CONTL, FR CONTL, D/G CONTL AND STAFF, STAFF FOLO AND FOR IMMEDIATE TELEX RELAY TO CO/ED, LRH COMM, FLAG REP, AG, ALL EXECS STAFF AND FSMS EACH ORG.

THE NEW REVISED INTERNATIONAL EXPANSION TARGET FOR ALL ORGS IS 10x 27 DEC '73 STATS BY 13 MAR '75 WITH INTERIM TARGETS OF:

6x = 24 OCT '74

7x = 28 NOV '74

8x = 2 JAN '75

9x = 6 FEB '75

10x = 13 MAR '75

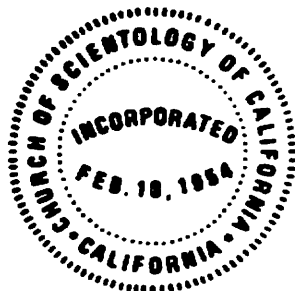
IMMEDIATELY GRAPH YOUR PAID COMPS, GI AND OTHER GDSES FROM 27 DEC '73 TO THE INTERIM TARGET FIGURES FOR EACH OF THE ABOVE DATES TO GIVE YOU WEEKLY QUOTAS AND MAKE THOSE QUOTAS.

USE LRH ED 153RC INT AND CURRENT LRH EDS FOR MAXIMUM EXPANSION TO MEET YOUR WEEKLY QUOTA FOR EACH GDS AND TO ACHIEVE THOSE TARGETS.

WE ARE GOING FOR TOTAL EXPANSION NOW.

THIS IS OUR PLANET.

MOVE IN.



LOVE = RON

L. RON HUBBARD
FOUNDER

LRH:nt:iw

NOTE: All LRH ED 153 series (153 through 153RJ) were cancelled by LRH in December 1976. The current issue of this series by LRH is LRH ED 153RK in this pack.

L. Ron Hubbard

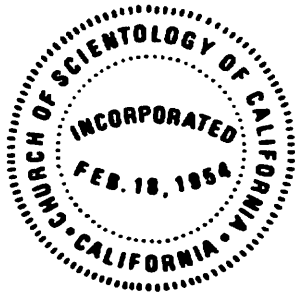
EXECUTIVE DIRECTIVE

LRH ED 227 INT

16 March 1974

TELEX TO C/O FLEU C/O FLEUS C/O FLAF
C/O FLANZO C/O FLUK C/O FLWUS

160301R VIA STAFF CAPT CONTROLLER, AIDES AND CO FB
IMPORTANT URGENT LRH ED 227 INT. TO CO FOLO, LRH
COMM CONT, FR CONT, D/G CONTL AND STAFF, STAFF FOLO
AND FOR IMMEDIATE TLX RLY TO CO/EDs LRH COMMS FLAG
REPS A/Gs ALL EXECS STAFF AND FSMs ALL ORGS. BY 6
WK INT STAT TREND YOU ARE IN AN INTERNATIONAL AND
SO CONDITION OF POWER ON FIVE CONTINENTS. REPEAT
POWER! DON'T DISCONNECT. EXPAND. KEEP PUSHING
AND MORE SO WHAT YOU ARE PUSHING WITH ORG AND STAFF
AND PUBLIC. DON'T DISCONNECT. EXPAND. YOU'RE
REALLY GOING UP WHILE WORLD GOES DOWN. THIS PLANET
IS OURS IN TRUTH. DON'T DISCONNECT. EXPAND. MOVE
IN. MY HEARTFELT THANKS AND CONGRATULATIONS. ALL
SYSTEMS GO GO GO. LOVE = RON.



L. RON HUBBARD
FOUNDER

LRH:act:ntm:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 225 INT

28 February 1974

To: All Staff

From: RON

Subject: BOOM POSTULATE

WE ARE GOING UP WHILE THE WORLD IS GOING DOWN.

By every sign and national statistic this civilization, as it is, is doomed.

We are going to beat world contraction by expanding rapidly.

Already we are the only church in the world that is expanding. The rest are contracting. That has been true for three years and was even in the Encyclopaedia Britannica World Book for 1972.

Remember this:

NO GREAT NEW MOVEMENT IN THE WORLD EVER MADE HEADWAY IN NORMAL OR PROSPEROUS TIMES. THEY EXPANDED ONLY IN TIMES OF CIVIL UNREST AND DECLINES.

This was true of every major movement including the Christian rise in Roman times.

And how are we going to do this?

By being more causative, wearing our hats and engaging in a totally coordinated push.

We are probably the only people on the planet absolutely sure of where we are going.

WE ARE GOING UP WHILE THE WORLD IS GOING DOWN.

WE ARE BOOMING.

I AM COUNTING ON YOU TO PUSH TOTAL EXPANSION
NOW!

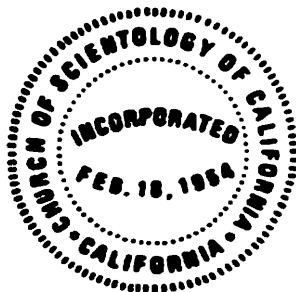
This is OUR planet.

MOVE IN!

Love,

RON

L. RON HUBBARD
FOUNDER



LRH:ams:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 223 INT

19 February 1974

To: MY FRIENDS

From: RON

Subject: LETTERS TO RON

You will be very glad to hear that the lines which bring me letters are under heavy re-organization.

The volume, which has been very great all these years, is on a sweeping upswing and has now totally exceeded all facilities to handle it.

Therefore every effort is being made to:

- (1) Increase the facilities to handle these lines,
- (2) Get your letter to me rapidly and
- (3) Get the answer going back to you within three days of its receipt by me.

SO NO. 1

The line to me is known as the "SO No. 1 line". This is because the arrangements for it are laid down in STANDING ORDER NUMBER ONE.

The actual order, re-issued on 18 December 1961, follows:

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

CURRENT SCENE

Scientology is expanding so rapidly that it has been very difficult to keep pace with the tremendously increased traffic flows.

Probably Scientology is the only world wide organization which is going UP while the rest of the world goes down.

Authoritative books and sociologists have recognized for the last several consecutive years that Scientology was the world's fastest growing religion.

And now the expansion is going at tremendously increased speed.

All this means more volume of flow on the SO No. 1 line.

Yet the basic principles of the SO No. 1 line remain.

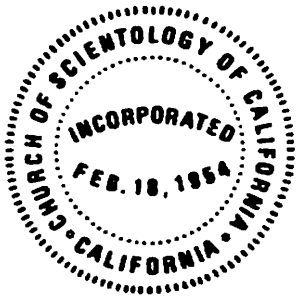
Despite increased flow volume (by the mail bag) your letter is going to get better and faster attention.

You are my friends and I like to hear from my friends.

Therefore the lines are wide open to your comm and from me to you.

Love,

Ron



L. RON HUBBARD
FOUNDER

LRH:ntm:gal

EXECUTIVE DIRECTIVE

LRH ED 222 INT

17 February 1974

BPI ANZO

To: ANZO

From: Ron

Subject: GO-ANZO-GO!

If Scientology US can take off as it is doing, if Europe can soar the way it is going, if the UK can fly cloud high with the current True Battle of Britain and if Africa can roar on up the track to new records, then Anzo can borrow some kangaroo habits and get going. Even a kiwi, while it cannot fly, can run.

For a long time psychiatry used Anzo as a battleground. And for years Scientology was under heavy fire there. But let's look at what the hard-working Guardians Office and dedicated Scientologists in Anzo have achieved:

New Zealand: There are absolutely no restrictions on the teaching or practice of Scientology in New Zealand.

Australia: Federally, we have been recognized as a religion for the whole of Australia, and we have now had Ministers registered to perform marriages. Further, we have been granted our non-profit status.

Western Australia: The Act banning Scientology was repealed.

South Australia: The Act banning Scientology is due for repeal when a new Psychological Practices Act is introduced into Parliament. This is expected to be done around March 5th of this year.

Victoria: The Act banning Scientology is still on the books. The Government there has made no move to repeal it. However, the recognition of Scientology as a religion by the Federal government of Australia has made this Act ineffective legally. Scientology is openly taught and practiced in Victoria.

New South Wales: No law was ever passed or proposed against Scientology.

Queensland: No law was ever passed or proposed.

Tasmania: No law was ever passed or proposed.

Well!

That means Anzo is free to GO-GO-GO!

Psychiatry lost.

Scientology won.

When you have won you take advantage of your victories.

Psychiatry wanted joyless, apathetic people, totally controlled and suppressed.

Scientology wanted friendliness and freedom for Anzo's people.

Scientology won.

Therefore Scientologists in Anzo should now deliver friendliness and freedom to all Anzo.

People in Anzo want physical health.

Scientology ministers can help deliver that.

People in Anzo want personality improvement.

Scientology Organizations in Anzo can deliver that.

The people of Anzo want intelligence and knowledge.

Scientology churches can deliver that.

The happiness Anzo people want can be obtained through Scientology.

If every org in Anzo were to begin to train volunteer ministers to take the messages of friendliness and freedom to the people of Anzo, the future of that continent and island would be a far far happier one.

Scientology has a mission to rescue all of Anzo from the darkness that was spread by the Nazi philosophies of psychiatry and psychology.

This great area is well worth saving, well worth having.

This is no time for withholding vital tech and admin data from the people.

That one would be shy during the times of attack is understandable. That one should whisper only and not cry the message aloud was prudent.

But those times are PAST.

The ALL CLEAR has sounded.

It is time to come out of the dugouts and trenches and occupy the won land.

ANZO IS ALL OF IT FREE TERRITORY.

The war is over.

We won.

Rejoice.

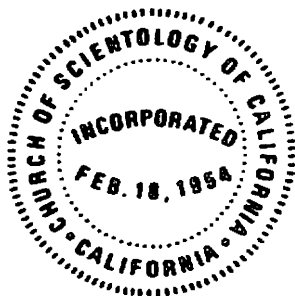
Spread the word.

And GET THE SHOW ON THE ROAD!!!

As of NOW!

Love,

Ron



L. RON HUBBARD
FOUNDER

LRH : ams : bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 215 INT

15 December 1973

LARGEST PAINTING

I have just been informed that the famous painter KNOX MARTIN is currently at work on the largest painting in the world.

It is on a building near Chambers and Church Street in New York City.

On Dec 9 there was a half hour TV show on him on Channel 4 New York.

Knox is Clear and OT I.

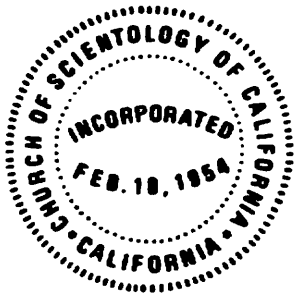
The title of the painting is "THETA WOMAN".

Evidence is beginning to come in that it IS OUR Planet. We are not only cleaning up its people but we are painting it beautifully as well!

Love,

RON

L. RON HUBBARD
FOUNDER



LRH:clb:gal

EXECUTIVE DIRECTIVE

LRH ED 214 INT

14 December 1973

RON'S JOURNAL 4

FUEL AND THE WORLD

You are hearing doubtless that calamity and catastrophe are setting in over the world at a rapid rate.

You know of course that fuel has been made very scarce while there is more fuel actually available in the wells and mines than ever before. And you probably also know that Englishmen face a 3 day week with a £400 fine and/or three months in jail for turning on one electric light.

Inflation is grinning gleefully out of the bank windows and stealing the savings of the old.

Russia is pushing rockets at the US base in Cuba, massing armies on the border of Vietnam and pointing (from Egypt) nuclear rockets at Tel Aviv. And that it is plain she engineered the fuel shortage and, by forcing constant preparedness for decades, inflation.

Russia for all that will lose because the US and Canada were feeding the Russians on wheat, because these actions will bring on a hard faced fascist attitude in the West and open her back to an eager hostile China.

An apparently panicked leaderless West is taking it out thus far only on their own people and handling nothing sensibly.

Well, it's a pretty gloomy scene. London and US stock markets plunging, production chopped, trade deficits soaring. People without transport or heat or lights and soaring unemployment.

In most areas people would play hell getting a job now.

It's the sort of a thing that happens when people insist on wrong whys and mishandlings. The sort of thing that comes from financing killer psychiatrists and teaching German psychology to the school kids.

BUT it's not all gloom!

While the world goes down OUR statistics are going UP! All International stats are hitting so high that even when they momentarily slump they come down to yesteryear's highest evers! They are POWER stats! And in a month (December) when we usually have crashes!

WF are going UP while the world is coming down!

It is the subject of sociology statistics that we are the fastest growing religion in the world. And that when all orthodox faiths are in steep decline.

Of course there's a certain amount of plain hell managing things in the hail of falling currencies, commodities and institutions. But all that takes a hard line professionalism that keeps on going brilliantly despite the failures around us.

We are in actual fact booming during a worldwide crash!

Well, sociologists have been predicting for years that when things went to pieces culturally a new religion would pick up the pieces. That's us.

What we're doing about it all and what you can do about it is:

1. Take full advantage of the enforced idleness of others in the society to pack them in and get them processed and trained.
2. Be more professional and skilled in management and tech than we ever dreamed of being before.
3. Keep right on plowing through the rubble of modern culture to new attainments for Scientology.

Now listen: This is OUR planet. Nobody else owns it nor wants much to do with it.

The Coca Cola civilization has busted its bottle. So what? So what's that to us?

We rolled forward with the existing culture dead set on stopping anyone who tried. Well, we can certainly roll forward while the Powers-that-were run around in futile panics.

This is OUR planet. Maybe this cultural collapse is just saving it from total pollution.

Keep this in mind: We CAN and ARE rolling forward and UP while the world comes down.

We not only can do it, we are doing it.

No great new movement ever progressed in times of plenty. They are bred and strengthened in disaster.

We are not pleased at all the Powers-that-were made such a mess. But we can take full advantage of it.

And we are doing so.

This is OUR planet.

We have the tech, we have the know-how of admin. We can use it fully and effectively.

We might as well move in!



L. RON HUBBARD
FOUNDER

LRH:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 205 INT

28 September 1973

To: All LRH Comms

Info: Guardian Office
GO WW
D/Gs
A/Gs

From: RON

Subject: TRANSFER OF GUARDIAN FUNCTIONS IN
TECH AND POLICY TO LRH COMMS

Reference: HCO PL 27 May 1970R, Revised 25 September 1973

The Tech Bureau and Policy Knowledge Bureau of the GO have just been phased out. At GO WW and GO US the Tech personnel are being transferred to a GO Housekeeping Unit but in all other Guardian Offices, these Tech Personnel are to be transferred to the Office of the LRH Comm.

It is of the utmost urgency not to lose these Tech personnel or let them be pirated into the org, and it is vitally important that their hats and functions also be transferred.

The LRH Comm UK Continental and the LRH Comm US Continental must obtain new personnel in the field of Tech and add them to their offices, and must salvage the hats and functions even though they do not get the actual personnel which were in the UK and US main Guardian Offices.

Any personnel posted in the Policy Knowledge Bureau in any Guardian Office are transferred to the LRH Comm Office.

It is a vital thing for LRH Comms to get in on-HCOB Tech. This is best done by having a Deputy LRH Comm for Tech for that office or org.

LRH Comms are now responsible for the correct use and the actual use and application of Policy in orgs. Therefore any GO personnel or materiel or hats on this subject should be transferred to the Office of the LRH Comm.

The duties of the Tech Bureau mainly concerned checking refunds, following up out-Tech on persons, and assuring that celebrities received correct and standard Tech. These functions are contained in the GO hats for the Tech Bureau. All these functions and hats now apply to LRH Comms.

The main purpose of this transfer came from an evaluation in which it was found that Policy responsibility was transferred to the Guardian Office and that this is primarily an internal org function. Externalizing the attention of the Guardian Office takes some of the weight off of its lines, and this slack must be taken up by the LRH Comm Network.

LRH Comms are therefore responsible for the Tech quality and the exact application of HCOBs. They are also responsible for Policy Knowledge and use.

To the degree that Tech is exactly and precisely applied, per HCOBs, books and tapes, orgs expand and prosper.

To the degree that Policy Letters are in active use in the org, the org expands and prospers.

These two facts have been proven repeatedly in many orgs.

Another factor which has prevented Policy from going in fully in some areas has been the existence of Flag Mission Orders in the hands of posted executives, which did not necessarily keep the org on policy. These are being cancelled and supplanted by policy programs to be executed by LRH Comms.

PROGRAM

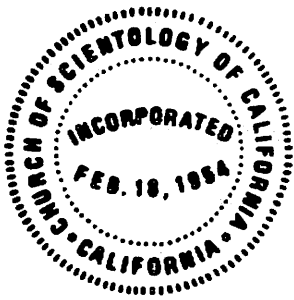
1. Obtain the Tech hats, files and Policy Knowledge Bureau hats, files and library from the Guardian Office in your area at once. EVERY LRH COMM _____
2. Excepting only Continental UK and Continental US Offices, transfer at once any Tech or Policy Knowledge Guardian personnel to the LRH Comm Office with the title D/LRH Comm Tech and D/LRH Comm Policy, followed by the area name. LRH COMM _____
3. In UK and US Continental areas, appoint new Technical personnel to the Continental Office, with the title Deputy LRH Comm Tech.
LRH COMM UK,
LRH COMM US _____
4. In the UK and US Continental Offices, have the former Tech Bureau personnel hat the new Deputy LRH Comm for Tech.
LRH COMM UK,
LRH COMM US _____
5. By hatting, posting, making sure they have a desk, and generally putting the Deputy LRH Comm Tech and Deputy LRH Comm Policy Knowledge on post, assure that they are now carrying out the same duties as were carried out by the GO so that nothing of this is lost. LRH COMM _____
6. Survey your org or area and with or without the assistance of the Deputy LRH Comm for Tech, see what HCOBs must be put in first and write a program to do so, which will best inhibit refunds in your area, and which will be executed by the Deputy LRH Comm Tech where one now exists, or by the LRH Comm. LRH COMM _____
7. With the assistance of any Policy Knowledge personnel, now Deputy LRH Comm for Policy, or without it, survey the org and see what Policy Letters should be gotten in first to make the org prosper, and get into production. LRH COMM _____
8. When received, post the new org board HCO PL for the LRH Comm Office. LRH COMM _____

9. Compose and conduct a PR campaign so that staff members are aware of the new functions of the LRH Comm Office, in order to get their cooperation.
LRH COMM
10. Compose and conduct a campaign to make staff members aware that by following Policy and precise HCOB Tech, the org will be saved enormous sums in refunds, thus justifying this program.
LRH COMM

L. RON HUBBARD

for the

BOARDS OF DIRECTORS
of the
CHURCHES OF SCIENTOLOGY



BDCS:LRH:rhc:nt:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 182 INT

11 November 1972

To: All Scientologists
BPI MAGAZINES.

Subject: A SUCCESS STORY

Ref: PRIMARY RD

The following success story is of great interest to those who are hammering away at the Primary Rundown and those who wonder what it is, those who flinch and those who are trying to skid through it on pretense, and those who are honestly trying.

"Dear Ron,

For what seems like many a year and is but a few months, I've been wondering what I was going to say to you when time came to sit down and write. I knew the time would come. I didn't know when, but I knew that when it did, it would be a very special occasion for me.

I've been in Scientology a little over a year now, and as the wins began to mount up, many questions passed across my mind. How to thank a man whose discoveries have given me back the love of my family, who made it possible for me to leave behind a fistful of grinding somatics, who threw wide the doors of communication, love, knowledge.

As problems dissolved, as lumps and pains evaporated, I wondered, "Is it time for 'the letter'?" Each time, 'til now, the answer was, "Not yet."

About a week or ten days ago, I felt the time coming. Thoughts began to crystalize. Ideas took form. Let me explain what happened, along with some background.

In early June, I started the Student Hat portion of the Primary Rundown. I had completed Method One, Life Repair, Straightwire and the Drug Rundown. I imagined that the course would be time consuming, but inasmuch as I was a writer, (a professional wordsmith, I imagined), I anticipated no difficulty at all.

Wrong.

The seemingly endless lists of words became one big glop of mass. Somewhere along the way I'd heard about the "Wall of Tapes" on the Briefing Course. Well, I coined a term, "The Wall of Words."

To really convey what a shock this was to me, there's a bit more background needed.

I was graduated from College Phi Beta Kappa, with Highest Honors in Economics, and in the top 1% in my class. I was awarded fellowships to attend Harvard, Stanford, Columbia and the University of Virginia. I chose Virginia, and my first semester I was one of a handful of people in the Graduate School to make straight A's.

To put it mildly, I was a 'bright' student. Of course I never understood why I had those long, terrible periods of 'rotting' when I could barely drag my body to class. And I never understood why, when I sat down to write something, I would feel as if someone had slipped a syringe in my ear to fill my head with molasses. I tried all kinds of unusual solutions to this latter -- changes in diet, working nights, working early mornings, exercise, plenty of sleep (12 hours a night), and on and on.

Finally, I got fed up with graduate school after 2½ years of working on a PH. D in Economics. I left for New York City with my sights set on becoming a writer. Within 6 months I had published my first article in Barron's, a sister publication to the Wall Street Journal. In this article, I published the 'inside story' on what was going to happen in Chicago at the Democratic Convention. When the riots and chaos I predicted in fact occurred, the article suddenly received nationwide publicity, was reprinted in the Congressional Record, and was quoted in a Senate document and reprinted in a book.

Cocky was I? You can believe it.

But there was still this other side to it. The week in which I wrote that article was literally one of the most agonizing weeks of my life. I worked over 100 hours, rewrote the article ten times, and pulled in every somatic and undesirable condition ever experienced by man. Writing was not fun.

So along came the Student Hat. My Method One had been great and had located gobs of misunderstands and blew them. But it only does what it does, and never came close to clearing up the thousands of 'not-understoods' or 'partly-understoods'. I should add, parenthetically, that from the time I left the 8th grade until I started the Comm Course, I used the dictionary less than a dozen times.

So, with this as my intellectual history, I collided with an unresounding 'thunk' into the "Wall of Words". I spent nine hours on the word 'of', a week on 'time'. And synonyms -- my God, they drove me crazy. I'd look up a word, and the dictionary would give me a definition and then some synonyms. I knew that there are very few words in the English language with identical meanings, so I set about differentiating synonyms. To do this, I required large sheets of paper which I used to make 'flow charts'. I'd write five or six synonyms at the top of the page; then under each, the words in that definition I didn't understand; and then under those, more words. Some word chains went 200 or more words. When I'd finally get all the words written down, the mass from each would be sitting on me. The only way I could get through one of these lists was for my supervisor to put me on the cans, and do Method 5 word clearing on me.

The first tape list took two months of night and some weekend study. Then slowly, things began to pick up. The second list took less than a month. Some nights my points would rise to 180, but it seemed that shortly thereafter, I'd run into a nest of not-understoods and my points would plummet to 9 or so.

The third tape took less than three weeks; the fourth a week; then three days, two days. When I hit the seventh tape list, I came flying out the top and essentially was super-literate. I did the seventh tape in a day, and the 8th in a day. My points were four and five hundred per hour.

The rest of the course took six days, six long ones to be sure, but just six. Last night I finished the Primary Run-down and received an incredible round of applause from my classmates at Celebrity Centre who, like me, knew what it took to confront the Wall of Words. As I stood there with the warm waves of applause rolling over me, I knew the time had come to write.

I feel that in the area of writing and study, my doingness is restored. It is now quite easy for me to do what I want to do -- which is write. No longer do I feel the need to gulp a quart of coffee to get a running start on my work before blahs envelop me in their sticky goo. At the first sign of a blah now, I get that hunted look and head for the dictionary.

I find it such an incredible win to be able to do this. I've always known my ability was there. And a lot of doingness has been too, but it's always been so uncomfortable just to do. I knew things did not have to be that way -- and that kept me going -- but at times, I was very discouraged.

As a young child, I had an insatiable lust and love for learning. Probably the first word I learned was 'why'. Yet by the third grade, the love was gone. In its place a compulsion to know. With completion of the Primary Rundown, that love is back. I feel a big part of me has been restored.

As for the future? Given the incredible velocity of change in Scientology, I really don't know what I'll be doing more than two or three years from now, at least in terms of specifics. I'm now Freedom Associate Editor at the U.S.G.O. and will be building that into a weekly paper. I'll do my tech training to Class IV and then OEC and FEBC. Meantime, I'm finishing two books on Scientology celebrities (you'll hear about them when they're done), and there's a screenplay and novel I've outlined. And, of course, Clear and O.T.

In a couple of years, I want to take six months, come to Flag as a paying customer, train up to Class 24 or whatever's tops by then, and get my case terminatedly handled.

Looking longer run, I know I'm in Scientology for the duration. But as well, I have strong purpose lines in the arts, in education, and in fact have outlined plans for a school to be called the Renaissance School which would have study tech as its foundation and Renaissance Men, men who are masters of the arts, ideas and action, as its product.

Rather than just a "Thank you", I'd like to close this letter with a little poem I wrote some months ago. I think it says what I want to say.

THE PHILOSOPHER

It has been said,
by poet and sage alike,
that within each man burns
the fire of ten thousand different suns.

"Then tell me why?",
pleaded the poet,
"Why has man grown dim?"

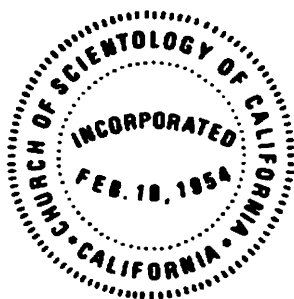
"Yes, tell me why?",
sang the minstrel,
"Is there so much less of him."

"I know why,"
uttered the sage.
"There is a blotch
on the souls of men."

"Don't tell me why,"
said the philosopher.
"I'll find out..."and he did.

With love and appreciation,

Bill Good"



L. RON HUBBARD
FOUNDER

LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 181 INT

7 September 1972

To: Execs

Subject: EVALUATION

Missions when they go into orgs, find that execs do not use the Data Series at all.

Execs apparently just push and push to get stats up and when they don't go up, the Exec goes into apathy.

The missing action is Evaluation.

Like one org C/O yelled and yelled to get the place clean. It was filthy. And it didn't get cleaned. And the exec finally quit trying.

An evaluation was done by an outsider and the real why was found: There were no brooms, mops or soap available. The simple handling was to make the materials available in central places and get them restored after use and a supply line kept in.

Well, to do that Evaluation the Exec would have had to

1. Know the Data Series (Study it, get it Method 4ed).
2. Listen to what people tried to tell him or read the reports. (TR 4)
3. Observe. (TR 0)
4. Find the real why. (Apply what's studied.)
5. Handle what's found. (Do some work: Get actual compliance.)

Now that's a ridiculously simple example. But the solution is the same for the most complex problems.

Here's an example: The ED tearing into Div 2 weekly to get GI. And ripping the place apart to get GI.

Yet no reg on post to collect any!

Here's another. No GI. Why? Tech Sec telling Reg all the pcs are PTS so the Reg sending all pcs to Ethics instead of signing them up! And the Tech Sec's why: wouldn't permit auditors to audit because they all needed training but there was no D of T or any Cramming to do it!

So an ED could yell and yell but if he didn't know how to evaluate the entire scene would elude him utterly.

The biggest barrier to Evaluation is that the Evaluator seldom believes anything could be that stupid. Yet all Whys are huge stupidities.

This is so much the case that an Evaluator can't ever be reasonable. He has to evaluate by outpoints.

In short, to find a real why an Evaluator has to learn to think like an idiot.

And to get a bright idea an Evaluator has to be a genius.

There is no successful middle ground.

I know one ED who is a great guy and a fireball. But he doesn't evaluate. Right now he is C/Sing and auditing while holding the post of ED and is working himself ragged trying to keep his stats up. But he has not noticed an omitted terminal. If he is C/Sing and auditing and is ED, then there is no ED! And that's his Why. His handling would be, if he's the only C/S and top auditor, to get a Deputy ED to run the org. It's not that he is not working. It's that he isn't evaluating.

Another org's Div 7 does only Div 6 actions. So again, nobody is running the org.

In another day all this would have been okay. But today we have the sharp tools of the Data Series.

The virtue of the Data Series is that in its use one enormously increases one's effectiveness and enormously reduces the worry and stress.

The Data Series is the key tech of organization. When it's used the stress comes off and the stats go up.

The day you find your first real dead on Why that really opens the door, you become a Data Series convert.

Wow, what a wonderful feeling!



L. RON HUBBARD
FOUNDER

LRH:sb:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 179R INT

30 November 1974

To: Executives
All Staff
Org Flag Officer
Bulletin Bd
Staff Bulletin Board

From: RON

Subject: STAFF PAY

Ref: LRH ED 153RE INT
HCO P/L 12 Nov 71 Issue II

STAFF PAY DEPENDS UPON YOUR ORG DELIVERY.

Your pay, no matter what your post, drifts down in direct ratio to the degree you don't deliver. The GI you get in can be eaten up by repayments if you don't deliver.

Fixating your attention on the org's GI instead of putting a massive push on handling the public destroys your pay! It will get less and less and vanish if you don't agree to and see the necessity of:

- (a) Pushing delivery.
- (b) Pushing good tech.
- (c) Handling the public well through letters and personally and in the Academy and HGC.

We are in a surging inflation. Yet where an org is run well, on-policy and is delivering very well, the staff is getting paid well.

FORMULA

The way to calculate your pay is by students and pcs in the Academy, HGC and beginning courses. Not by GI.

How many does it take?

Let's work it out for the US.

A staff of 50, to get \$200 a week average at 30% of CGI would be figured like this:

STUDENTS: INTO course number maintained.

10 HSDC (full pay)
10 Academy (all levels) (full pay)
30 INTO basic courses.

PRECLEARs:

13 pcs undergoing 25 hour Intensives
in the week.

Tech Admin ratio would be slightly less Tech than Admin.

If those levels were minimum and maintained, past paid would gradually be eaten up and staff pay would rise.

This means, however, that each staff member would have to be doing his job from Div 1 to 6 and especially Div 7.

It's all in the OEC Volumes.

If no exec or "indispensable" auditor or C/S was hogging the pay, that would give around \$200 a week average to staff.

That staff could produce more delivery than the above!

And keep all departments running.

Figure it out for yourself. For your org and in your currency. How many students, how many pcs. INTO service each week.

Delivery is the keynote. You'd have to keep that many customers replenished into the Tech Division each week.

Somebody that's screaming around for GI GI GI! and not "Finish up those pcs to VVVVGIs! Train those students until they could audit blindfolded in their sleep!" is killing your pay.

You have to learn to think in terms of handled public not in terms of dollars, pounds, rands and other devaluing currencies. The public is the only gold.

You take care of them, they'll take care of you.

Capitalism is folding up in smoke. Communism won't win either. Socialism is taxing itself onto the rocks.

Your currency is serviced public. In-tech, on-policy service.

THINK IN TERMS OF DELIVERY WHEN YOU THINK OF PAY.

So how do you compute your staff pay?

Try it as above.

AND THEN DO IT!

L. RON HUBBARD
FOUNDER



LRH:nt:gal

EXECUTIVE DIRECTIVE

LRH ED 178 INT

30 May 1972

To: All Staff
All Auditors
All Students
All Scientologists
BPI

Subject: SUPER-LITERACY

Reference: LRH ED 174 INT Study and Tech Breakthrough
LRH ED 175 INT Tech Primary Rundown

SUPER - Superiority in size, quality, number or degree.

LITERACY - the ability to read and write.

Almost everyone these days is able to read and write. This was not true a century ago but, with modern stress on education, it is true today.

But is this enough today?

It is an instruction book world. The civilization in which we live is highly technical.

Education today goes into the twenties.

That's a third of one's life.

And what happens when one leaves school?

Can he do what he studied?

Does he have all his education or did it get left behind?

Literacy is not enough.

Today's schools and today's world require a new ability - the ability to look at a page without any strain and absorb what it says and then apply it right now without any stress at all.

And is that possible?

Am I talking about speed reading?

No. That is just being able to read rapidly. It does not improve the comfort of reading and it does not improve the ability to apply.

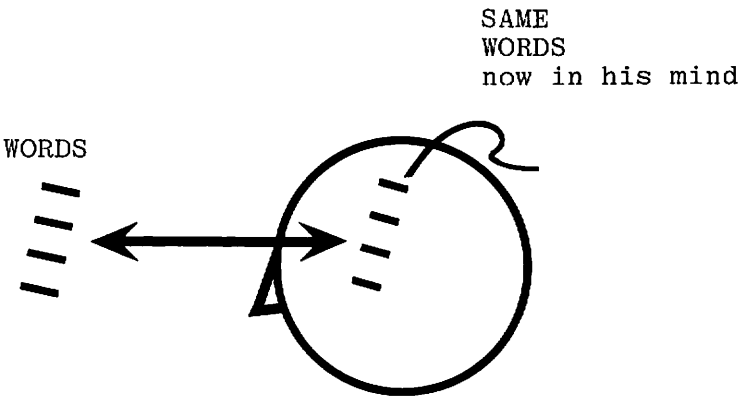
What is really needed is the ability to COMFORTABLY and QUICKLY take data from a page and be able at once to APPLY it.

Anyone who could do that would be SUPER-LITERATE.

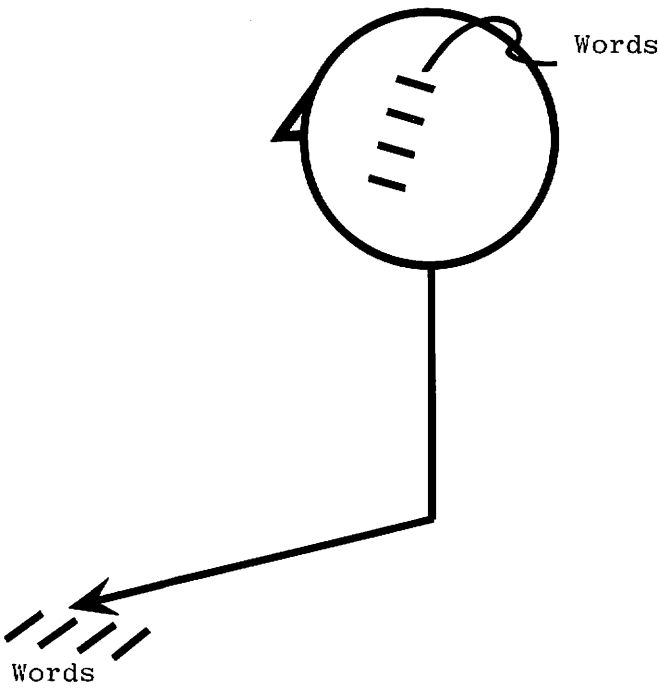
WHAT HAPPENS?

The average person - literate - is able to read words and mentally record words.

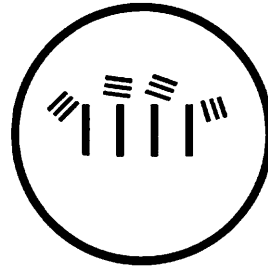
Like this:



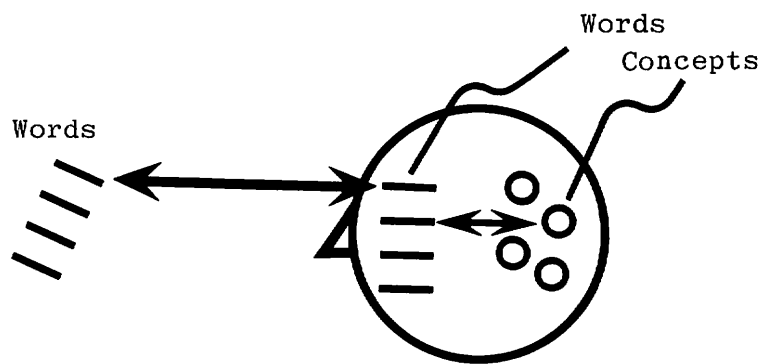
When he writes he writes:



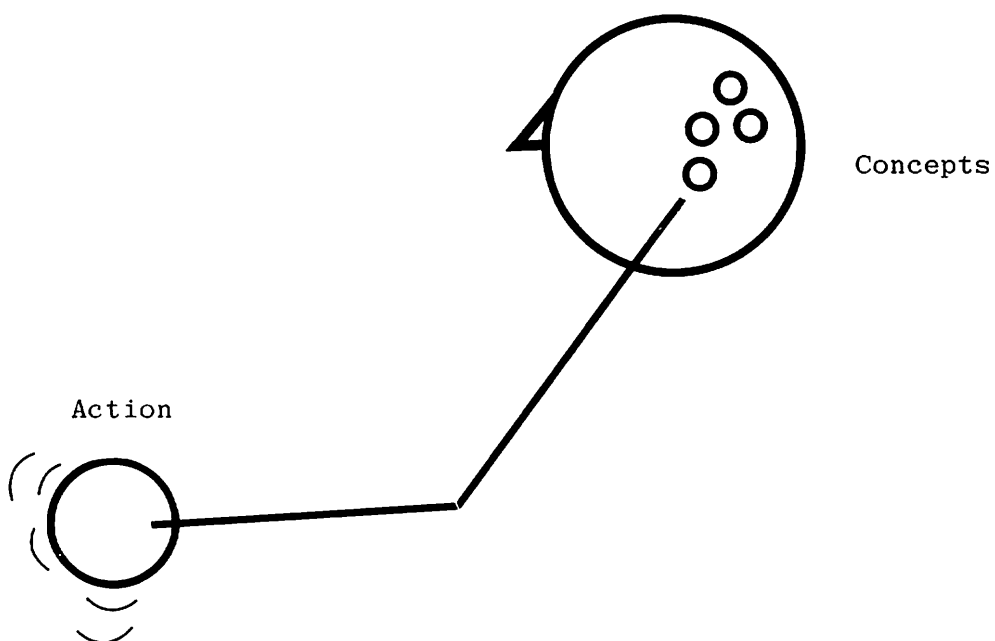
In his mind words are "understood" as other words like this:



When one is Super-Literate, this is what happens:



Therefore as he is dealing in concepts (ideas or understandings) this can happen:



And he thinks in concepts to which he can fit words easily and so can write clearly.

In other words, when one is Super-Literate, one reads not words but understandings. And so one can act.

PRIMARY RUNDOWN

Super Literacy is the end product of a Primary Rundown or a Primary Correction Rundown.

How these are done are covered in HCO B 4 April 72 Revised 30 May 72 Primary Rundown and HCO B 30 Mar 72 Revised 30 May 72 Primary Correction Rundown.

Basically they consist of a Method One Word Clearing. This is the action taken to clean up all misunderstands in every subject one has studied. It is done by a Word Clearing Auditor.

The result of a properly done Method One Word Clearing is the recovery of one's education. This in itself is quite astonishing.

This makes one a WORD CLEAR.

The next action is to do the Study Tapes word by word, each word looked up in a good dictionary or simple grammar.

There are booklets of the words in alphabetical order for each tape, as they appear newly on each time. These were compiled on Flag for this purpose.

When one has done the booklet fully one listens to the tape. He is then checked on a word clearing meter for any misunderstood words. If any are found he gets them defined and then hears the tape again.

In this way he goes all the way through the Study Tape Series.

As these tapes also contain all the basics of study itself he is at once in possession of the first real data on how to study something.

He now goes through the Student "Hat" in the same way.

In doing this he has raised his understanding of words and through words up to about ten times that of the average college graduate.

And he has done it.

He will find some remarkable things have come about.

He can read comfortably.

He can place What he reads into immediate action.

His IQ will soar.

He will be able to put his thoughts down on paper with ease and clarity.

And there's more case gain in it than many other actions.

He is SUPER-LITERATE!

PRIMARY CORRECTION RUNDOWN

For those who have had a hard time in schools, the Primary Correction Rundown adds correction of the past brutalities and invalidations of education and finds the reason he is "against study."

The end results are the same.

So it even works for tough cases!

HONESTY

Honest action on the Primary Rundown is required to obtain the result.

Any skips, cheats, short cuts all deny the person the real result.

The earliest batches of students found this out the hard way and had to be sent for a Correction Rundown!

Honesty is, after all, the basis of sanity. The road to truth is only for the truthful.

But even these, once corrected, made it!

And became Super-Literate.

BIG WIN

So this is a big win in the world of study and ability.

The first real data on how to study lies there in the rundown, waiting for the student to have it.

And he sure isn't disappointed once he's sweated his way through it.

It's like getting born. Horrible while it's going on. But oh, it's great to be alive!

And able to really Communicate with the world.

SUCCESS

Read these Success excerpts from the first 14 students:

...A full return of the ability to read and understand without skips and non-confronts... Years and years of foggi-ness -- school after school after school -- have lifted... An incredible discovery -- again... Reached a new plateau in the area of education... With the words out of the way, the true meaning came through loud and clear... A whole new world opened up for me... I'm a new born citizen in a new born civilization, combat ready and able minded.

...Great feeling to be able to understand what I read... Wins are many -- communication level is different... Really handled words terminatedly... Rehabbed my study ability... Have busted through the "fear" of study... Totally changed my whole attitude to being a student and a staff member... No confusions!... Stellar attainment of knowing how to study... Ability to observe, duplicate, understand and judgement... Extra step up in awareness and confront of people and MEST.

...Undercuts the whole field of gaining knowledge... Study has become very easy and I now enjoy it... Vocabulary has increased to no end... I have never learned so much... Really feel clean about studying now... Most rewarding cycle completed to date... Opened up an incredible world of detail and meaning previously hidden -- blew tons of mass on words and significances... The greater joy of actually learning and being able to do can be reached.



L. RON HUBBARD
FOUNDER

LRH:ne:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 176 INT

24 April 1972

To: C/O, ED
Tech Sec

Subject: AUDITOR RECOVERY

Reference: LRH ED 174 Int Study and Tech Breakthrough
HCO PL 9 Apr 72 Correct Danger Condition
(Issue III)
HCO B 30 Mar 72 Primary Correction Rundown
HCO B 20 Apr 72 C/S Series 78 Product Purpose
and Why and WC Error Correction

SITUATION: It quite often happens that an org has an auditor that stops producing or doesn't produce or blows or ceases to audit.

Investigation has revealed that the auditor situation is similar to that of students who blow for lack of study tech.

Each auditor who lets down has a WHY and has misunderstood words or has not really checked out on his current tech. Thus they foul up, let down or blow.

As orgs sometimes find it hard to get auditors, the situation can be very hard on the C/O or ED and Tech Sec unless it is handled.

STATS: Well Done Auditing Hour stats very low in some orgs and backlogs in many.

WHY: Auditors can ease off or cease auditing for Individual WHYs for each auditor.

Ideal Scene: All Auditors auditing more than their minimum and happily on post.

HANDLING:

1. Compile three lists of auditors (a) who have left but are still in area or (b) who want to leave the org or (c) who are not getting out their hours.

HAS _____

2. M4 and study the Data Series so as to know what a WHY is, and the above references.

DIR OF PERS ENHANCEMENT
(or Qual Sec or as
designated or done
by the C/O or ED) _____

3. Call in Auditors on lists (b) and (c) whether on Tech posts or Admin. Assess both Trouble Area Lists in the P/L 9 April 72 Issue III. Fly each read with 2 Way Comm and Earlier Similar and keep a worksheet of the auditor's answers. Find the WHY of the letdown in auditing. If not directly apparent from answers given, and is not obvious (such as PTS or missed words or no Study Tech or has not read materials or other very apparent reasons, then you can list to a BD F/N Item the Question "What Reason do you have for not auditing?" The BD F/N Item will be their Why. Write it below the Trouble Area Assessment in the space provided.

DIR OF PERS E or the
C/O or ED Designated
Person _____

4. See that action is done to remedy the WHY, whatever it was. It will be the 1st Dynamic Danger Formula of that P/L completed.

HAS _____

5. Do the same with list (a) in 1 above.

Same person who did
3 above _____

6. See that they apply 1st Dynamic formula.

HAS _____

7. Try to get some of list (a) to join the org staff.

HAS _____

8. Get all Org auditors and Supervisors through the Primary Correction Rundown HCO B 30 Mar 72, allowing for those steps already done previously on LRH ED 174 INT or lists (b) and (c).

QUAL SEC _____

9. Correct any wrong Whys found using C/S Series 78 HCO B 20 April 72 by correct C/Sing and handling.

ORG C/S _____

Completely aside from remedying any out tech you may have, and the personal benefit the auditors will receive, this should solve any auditor scarcity problem.

It is a very effective Program.



L. RON HUBBARD
FOUNDER

LRH:mes:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 175 INT

4 April 1972

To: Executive Directors
Assistant/Guardians for Tech
Deputy Guardians
Tech Secs
Directors of Training
Qual Secs
Cramming Officers

Subject: TECH DIV PRIMARY RUNDOWN

References:	HCO PL	7 Feb 65	KEEPING SCIENTOLOGY WORKING
	HCO B	21 Jul 71	(Revised 9 Aug 71)
			WORD CLEARING CORRECTION LIST
	HCO B	31 Dec 71	(3rd Revision 22 Mar 72)
			C/S Series 53RRR
	HCO B	4 Feb 72	(2nd Revision 25 Feb 72)
			STUDY CORRECTION LIST
	HCO B	22 Feb 72	(Revised 26 Mar 72)
			Word Clearing Series 32R
	HCO PL	7 Mar 72	Issue II COURSE SUPERVISORS
	HCO PL	16 Mar 72	Issue V HIGH CRIME - WHAT
			IS A COURSE?
	HCO B	4 Apr 72	PRIMARY RD

It is not intended that all basic study actions (Primary Rundowns) be offloaded on Qual.

If you note, the Qual RD is the PRIMARY CORRECTION RUNDOWN.

You do not correct until something has been done that needs to be corrected.

Thus the Tech Div (containing Dept of Tech Services (10), Dept of Training (11) and Dept of Processing (12)) is and must continue to be able to deliver all training and processing for which the org is classed (i.e. what level on the Grade Chart it is allowed to train to and audit to).

Word Clearing of all types and kinds must be an HGC auditor skill or else a frequent change of auditors will occur and line jams will occur.

There is a tendency on the part of some Divisions to offload their duties onto other areas of the org.

Example: One org "offloaded" 506 public pcs by sending some of them to medical doctors, some ethics and some to Cramming! And then its ED said it had no pc backlog! It had of course 506. Not one of those pcs should have gone anywhere else. They should have been processed fully in the HGC! There went their satisfied customers and their GI!

In other words, the Division that dumps its functions dumps the org!

There are a billion ways to do something wrongly. There is usually only one way to do it right. The right way is the one that is sensible and effective and gets the product.

All the variations are complicated, involved, consume valuable time.

PRIMARY RD

The Tech Div's PRIMARY RD is NOT the Primary Correction RD.

The full Tech Div's Primary Rundown is given in HCOB 4 April 72.

LRH ED 174 INT IS AN EMERGENCY ACTION TO GET COURSES AND STUDY ON THE ROAD.

As per Tgt 11 of 174 INT, the Dept of Training at once gives students and all new students the full correct clearing of words on the Study Tapes and Student Hat and the HGC gives Word Clearing No. 1 as routine auditing.

Qual is supposed to catch dropped balls. When they are caught the function returns to its proper division.

ETHICS

In Investigating situations on this matter, I have come up with a basic why on all org troubles with staff and tech.

WHY: WORD CLEARING IS NOT USED ON ORDERS AND MATERIALS BY STUDENTS OR STAFFS. THE GENERAL SOCIAL LEVEL OF EDUCATION IS SO POOR THAT STAFFS ARE UNSUSPECTEDLY WALLOWING IN UN-CLEARED WORDS. THUS THEY FAIL TO FOLLOW ORDERS TO GET IN STUDY TECH BECAUSE THEY HAVE MIS-U WORDS ON THE ORDERS!

This would be a consequence of Study Tech being out. Orders to get it in also go out before it is in.

Therefore HCO PL 4 April 72 is being issued that makes it an Ethics offense to study without study tech or to fail to clear words in orders or issues that have not been understood.

STUDY TECH MUST GO IN STRAIGHT OR THE SCENE WON'T IMPROVE.

So get Study Tech in fully and correctly right away.



L. RON HUBBARD
FOUNDER

LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 174 INT

29 March 1972

HIGHEST PRIORITY

To: Executive Directors
Assistant/Guardians for Tech
Deputy Guardians
Tech Secs
Directors of Training
Qual Secs
Cramming Officers

Subject: STUDY AND TECH BREAKTHROUGH

References:

HCO PL 7 Feb 65	Keeping Scientology Working
HCO B 21 Jul 71	Word Clearing Correction List
(Revised 9 Aug 71)	
HCO B 31 Dec 71	C/S Series 53RRR
(3rd Revision 22 Mar 72)	
HCO B 4 Feb 72	Study Correction List
(2nd Revision 25 Feb 72)	
HCO B 22 Feb 72	Word Clearing Series 32R
(Revised 26 Mar 72)	
HCO PL 7 Mar 72	Course Supervisors
Issue II	
HCO PL 16 Mar 72	High Crime - What is a Course
Issue V	

LRH COMMS OR A/Gs TO ENFORCE AND COMPLETE RAPIDLY.

The QUALITY of Auditing and Administration BOTH depend on STUDY OF MATERIALS.

Therefore the accurate application of STUDY TECH REGULATES THE QUALITY OF Auditing and Admin results.

An on policy, on tech org booms. This has been proven continually.

LONG TERM OBSERVATION: When Study Tech is in full use without any misses the Student completes and is a successful graduate and uses the materials studied.

SITUATION: Some failures in Tech and Admin in some areas.

DATA: Investigating failed students and blown students it has been uniformly found that THEY WERE IMPROPERLY COURSE SUPERVISED.

A further investigation showed that in some courses the Course Super was (a) not present at all or (b) popped in occasionally or (c) was there but doing admin or his own work at his desk or (d) that even if he observed his students he did not use Study Tech on them.

Further investigation found that when a student asked a question about the meaning of his materials the Course Super

would try to answer it and WISHED HE WAS AN EXPERT ON THE SUBJECT OF THE COURSE! But he did not know enough Study Tech to get the student cleaned up on words the student had not understood.

When forced to clear up such missed words on a meter, it was found he did not know enough to look at the meter when asking a question, did not know his TRs, and could not recognize when a student was cleaned up and had very good indicators and so kept on asking the question.

Search then revealed that behind each failed or blown student traced, Study Tech had not been known or used by his Course Supervisor.

An inspection of Supervisors found that they were not using Study Tech, each one for a different "reason" and each of the reasons traced back to their ignorance of it.

WHY: STUDY TECH NOT IN USE FOR INDIVIDUAL WHYS FOR EACH SUPERVISOR AND STUDENT.

STATS: In those orgs where Study Tech is not in full use the stats are low. In areas where Study Tech has been in full continual use the Stats have remained high. Stats of areas have declined after Study Tech dropped out. Stats of training activities where Study Tech began to go in rose.

IDEAL SCENE: Every student completing every course he entered and becoming a high quality successful graduate using the materials he studied.

HANDLING:

1. There have been many WHYS found on the subject of students and discarded as not leading to full correction. But amongst these a fact emerged THAT STUDY TECH IS THE ONLY DIANETIC OR SCIENTOLOGY COURSE MATERIAL STUDIED BEFORE STUDY TECH IS KNOWN. It has therefore been studied without the student (or the Supervisor) being given Study Tech. This is one of the more general Individual WHYS and can be remedied by this requirement:

The Student Hat and the Study Tapes are required to be done TWICE before the student begins to study any other materials on any course. The first time through, each word in the Student Hat or Study Tapes he does not know, he must look up and use and Method 4 word clearing must be used thoroughly the first time through the Student Hat or Study Tapes. He is then checked out for misunderstands and these are handled. He must then go through the materials a second time, USING Study Tech throughout them. He must then pass an examination that will disclose any further misunderstands. If these show up he must again do the Student Hat and Study Tapes.

Any student now in study who is slow or glib to do this without proceeding further.

(His study thereafter should be much more rapid and successful - providing Study Tech is still used. The Product here is An Able Student Who Knows How to Study.)

COURSE SUPERVISORS
D OF T

2. The C/O or Executive Director of the org WITHOUT REDUCING COURSE SUPERVISION must directly and at once find the Why on EACH Course Supervisor and D of T that he is not using Study Tech to the fullest extent and remedy that WHY. Avoid any PR or "that's not the Why, it's these students." Get a Study Correction List HCO B 4 Feb 72 reissued 25 Feb 72 done on each Supervisor and the D of T and fully handled. If a high or low TA prevents this get a C/S 53RRR HCOB 31 Dec 71 revised 22 Mar 72 done and handled first.

(Sample WHYS actually found on Supervisors:
 Super A: Off Source, learned from watching another Super and not from Study Tech. Remedy: As in 1 above. Super B: Misunderstood word at start of tape. A word never looked up. Blanked out the rest of the series. Remedy: Get this and every other word on tape defined and then listen to to them using Study Tech. Super C: Big button on Control and does not want to control others. Remedy: Objective Processes especially SCS. Super D: Studied HPCSC with only Intention to apply Study data to self and not to others. Remedy: Hidden Standard Handling. - note that each Super has a different reason not to use Study tapes and materials and each requires specific handling of that WHY.)

Includes TR and Advance Course Supervisors. ALL Supervisors in the Org. EST O or QUAL SEC _____

3. Groove in a Dept of Personnel Enhancement that can Word Clear 1 and CAN AND DOES USE A WORD CLEARING CORRECTION LIST HCO B 21 July 71 Revised 9 August 71. Make sure the word clearers have good TRs, can use a meter and assess and everything. QUAL SEC _____
4. Require Word Clear 1 as a prerequisite of any and all Course study on students. This comes before Study Tapes or Student Hat and does not waive the requirement in one. It can be at Student rates and at a locally set price but in any case not less than \$250 net. WC Correction List is Free. REGISTRARS _____
5. Get more Course Supers. HAS _____
6. Word Clear 1 the Course Supers and remembering to use a WC Corr List. D OF T and CRAMMING OFFICER, QUAL SEC _____
7. Do a Study Correction List on Course Supers and D of T and Cramming Officer and Handle. QUAL SEC _____
8. Check out Course Supers, D of T and Cramming Officer on Meters and Instant Reads and HCO B 22 Feb 72 Revised 26 Mar 72 (do not use the original issue but use the Revised one), WC Series 32R. QUAL SEC _____
9. Check out Course Super, D of T and Cramming Officer TRs and be sure they can do them. QUAL SEC _____

10. Put Course Supers, D of T and Cramming Officer through Study Tapes and Student Hat twice as in 1 above.

QUAL SEC _____

11. Find the WHY on Students and keep the points of this program in on all tech and Admin Courses.

D OF T &
COURSE SUPERVISORS _____

NOTES: Programs to keep this in and assist Course Supervision and assemble all Study Tech are in progress of preparation in the Training and Services Bureau and will be issued routinely.

The stat will eventually be changed to validate the product of a successful graduate who applies the materials learned.

MEANWHILE THE STUDY POINT STAT MAY BE FINED 50,000 POINTS FOR EVERY MISUNDERSTOOD WORD FOUND IN MATERIALS STUDIED ON COURSE ON ANY "COMPLETED" OR BLOWING STUDENT AFTER 1 MAY 1972 BY A QUAL SEC, CRAMMING OFFICER OR STUDENT EXAMINER.

WARNING: In doing this Investigation and making these remedies the Course Supervisors who had been flubbing, outspokenly rejected this WHY and it was not until the Individual WHYS on them had been found that they heartily began to cooperate. Therefore you should not be surprised at initial resistance to this program. When it is done your tech and Admin problems in the org will rapidly decline and your stats will soar!

A good Academy or Class fills up!

Even if you think your Courses are great, DO IT.

L. RON HUBBARD
FOUNDER



LRH:mes:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 173 INT

28 March 1972

To All Staff

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

References: FEBC Tapes
Est O Series Policy Letters

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

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

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

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

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

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

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

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

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

EST Os

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

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

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

ORG OFFICERS

A new situation has just been exposed to view.

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

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

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

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

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

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

BALANCE

The two systems do not conflict.

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

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

SUMMARY

These advices are released to

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

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

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

And so is the Prod-Org System! That has suddenly been proven in reverse! When you tamper with it, a collapse can occur!

The Est O system by itself, with no Prod Org System, can push up Stats but at once all seniors overload from increased production and the only remedy is a fast use or resumption of the Prod Org System as taught on the FEBC (less tapes 8, 9, 10 and 11) plus the Est O tapes just made

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

Use Both!



L. RON HUBBARD
FOUNDER

LRH:mes:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 171 INT

18 February 1972

To: Div 2
Div 6

SUBJECT = SURVEY = RESPONSE

Reference: LRH ED 161 INT of 18 Dec 71
"Surveys are the Key to Stats
and Survey Promo Mini Hat."
LRH ED 170 INT of 20 Jan 72
"Survey Campaign Project No. 1"

A very convincing example of the VITAL NECESSITY of surveying if you want ANY response from your Promo is illustrated by a report just received from Celebrity Center.

1. Three BIG names were to appear for a Scientology show on a big college campus. The campus was flooded with promo for which no survey was done. Only 80 people turned up for their show.
2. One week later another Scientology show SURVEYED and found the tone level (ANXIETY) and put up posters only. (Far less promo than the first show.)

THREE HUNDRED AND FIFTY PEOPLE TURNED UP for the show and six raw public promptly signed up.

!!!!!!!!!!

SURVEY DONE AND
SURVEYS USED
=
STATS UP

One org with Power Trend has done nothing without survey.

The closed door against which some orgs are banging their heads is lack of surveys.

GET A SURVEY TEAM.

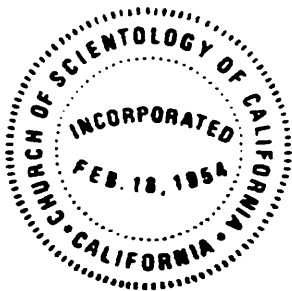
HAT IT WITH THE ABOVE EDs.

GET BIG AND PROSPEROUS!

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:mes:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 169 INT

27 January 1972

To: C/Os and EDs
Executives

References: LRH EDs 145R, 153, 154, 159, 161,
163, 165, 168 INTERNATIONAL

HCO POLICY LETTER
OF 26 JANUARY 1972 AD22
ADMIN KNOW HOW 29
EXECUTIVE SERIES 5
"NOT DONES, HALF DONES AND BACKLOGS"

IMPORTANT P/L

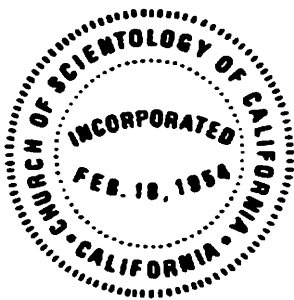
Any troubles you may be having with getting in the LRH EDs listed above are answered in the new P/L "NOT DONES, HALF DONES AND BACKLOGS".

This policy letter was developed by carefully inspecting two major areas and body traffic in HCOs.

The condition of many Dissem Div CFs is a striking example of this P/L.

If your org has any areas of apathy in it or if any part of it is going frantic this P/L and the program in it is your immediate answer.

L. RON HUBBARD
FOUNDER



LRH:mes:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 168 INT

27 January 1972

To: C/Os EDs
EXECUTIVES
ALL STAFF

SUBJECT: ESTABLISHMENT OFFICERS, An Answer to HCOs.
SPECIAL OFFER

Reference: LRH ED 159 INT

Note: TEOs, QEOs are called for in LRH ED 159 INT.
This requirement is relieved if the following
program is done.

The ESTABLISHMENT OFFICER is one who establishes a DIVISION.

As a Deputy of the HAS but in the Division under its secretary, the Establishment Officer puts in the divisional personnel, lines, materiel and trains, hats and maintains and expands the established division to the benefit of the org and its staff.

The majority of the EstOs trained so far have shown that this action has a direct and continual effect on stats and GI.

There are now courses for Establishment Officers of each of the seven divisions: ExecEO, HCOEstO, DEO, TREO, TEO, QEO, and PEO.

To relieve your org of much of the expense of sending TEO and QEO trainees to Flag you may accept the following alternative:

1. Take a staff executive who held the fort and kept things going while others were off being trained in 1971, or take your highest stat exec.
2. Send him to Flag for the Flag FEBC.
3. We will crash train him as a full Exec.
4. We will train him how to train Est Officers.
5. We will provide him with the full checksheets and packs of all seven EstOs.
6. We will return him as a missionary to recruit and get in the EstO system in your org fully.
7. When he has done so successfully we will appoint him Flag Representative to your org with the duty of giving you the full benefit of Flag-CLO-Org system and the maintenance of the EstO system.

In a small org it may require some time to build up to seven EstOs. BUT IT CAN BE DONE.

Any on policy org in any area, by actual continual proof expands with prosperity and success to all.

The main reason any division or org falters is that its divisional functions fall out. When these are not continually established the org ceases to prosper.

At first the EstOs may have to be double or triple hatted - taking on two or three divisions. This begins the expansion and soon they become single division EstOs.

This EstO program is developed as a Flag validation for those who stayed home and kept the store.

Mostly SO people will now be trained at Flag in the higher Executive levels. The FEBC is being taught now at the SHs for top org executives.

In applying for FEBC EstO on Flag it must be attested that the candidate

1. Actually held the fort successfully while others were trained (or if no one in the org was sent for senior Exec Courses, that the person was a mainstay of at least a division).
2. Must have return airfare.
3. Must have had case gain.
4. Must not be connected to antagonistic people or involved in problems or debts.

This will make it easier for you to get TEOs and QEOs as per LRH ED 159 INT.

If any TEO or QEO is enroute to Flag or at Flag, never fear, he will be trained and returned on schedule.

This is just an extra something. A salute to those who kept the wheels going. We would not trust everyone to train EstOs.

So treat this as a special offer that is not likely to be repeated.

(Write or Telex Dissem Sec Flag via the Flag Reg at your nearest CLO.)



L. RON HUBBARD
FOUNDER

LRH:gal

NOTE: LRH ED 159 INT was cancelled by LRH ED 236 INT.

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 167 INT

16 January 1972

To All Staff

Subject: YOUR DISSEM DIVISION

Reference: LRH ED 159 INT
LRH ED 161 INT
HCOP/L 15 Jan 72 RICHES OR POVERTY

Sometimes a staff in some org that isn't doing well wonders why its Gross Income is low, why staff pay is poor, why there is a rough time about money.

The staff member himself may be working hard and yet the org doesn't seem to be doing well.

One could assign this to having walked under a ladder or seen a black cat but that doesn't give a real WHY.

The WHY needed would be one which showed the way to more closely approach an ideal scene.

There are TWO divisions that directly influence income. These are the PUBLIC DIVISION and the DISSEMINATION DIVISION.

The difference between these two divisions is that

The PUBLIC Division contacts NEW people who have not before bought anything from the org. This Division now should have its own Registrar and should be signing up new people for major or minor services.

The DISSEMINATION Division handles people who have already bought something from the org.

An org which is delivering should be getting most of its income from the DISSEM DIVISION.

The Public Division should be very active. It must be manned and functioning. It gets in mobs of new people. On it depends any expansion of the org.

If the org is depending almost exclusively on the Public Division - new people - for its income, the org is losing about 2/3rds of its GI.

The Public Division must be backed up by an able Dissem Division.

I have just reviewed the Dissem Division ideal scene. This has been put in the form of a DISSEM DIV inspection checklist for routine use by higher executives.

However, this Checklist can solve some of the mystery any staff member may have about the org's income.

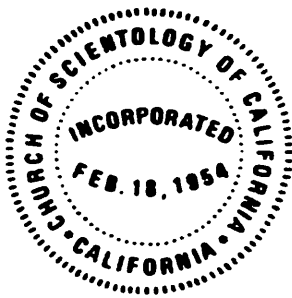
Any staff member is authorized to do the following actions as his pay or bonuses and his status depends in no small part upon the Dissem Div.

1. Obtain a copy of HCO Policy Letter 15 January 1972.
2. Go to the Dissem Division and look it over item by item from the checklist from beginning to end through all three qualities given.
3. Determine the condition of your own org's Dissem Div for yourself.
4. At a staff meeting require that the outpoints found be remedied quickly.

ALL stats are controlled by the org itself. They do not depend on outside conditions.

The results of your look around in the Dissem Div should tell you what percentage of the org's potential income is actually being made.

And it should help answer some of the mystery you may have.



L. RON HUBBARD
FOUNDER

LRH:mes:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 166 INT

1 January 1972

To: All Staffs

Subject: PLANS FOR 1972

As we greet AD22, a general sort out is in order of where we stand.

1971 ended with a resounding win, the lifting of the UK ban and a turn of press to our side.

Here, then is a general summary of where we stand and what we're doing.

BY CONTINENTAL AREAS

The situation as we greet this year is that we've made it with EU and AOSH DK.

ANZO is surviving and the UK ban lift will affect its stats. The GO Anzo should use this UK win to kick off the Anzo bills. OTL Anzo in Sydney is doing well. But Anzo orgs need more guidance to get on policy.

AF is surviving. Its "enquiry" is reported favorable and should be published soon. OTL (OT Liaison Office) Africa is doing well.

UK (United Kingdom) Continental, particular old London, is doing fine. AOSH UK (Advanced Org-Saint Hill) has been spending more than it made since August and must be brought up to a more optimum state. A new C/O is on. The AO line will be improved. SH Fnd did a spurt up with the last Flag graduate's arrival. Surveys are in order and new campaigns are in order. Just lifting the ban will not increase GI necessarily unless surveys and new promo are done.

US is moving up in paid completions in its Scientology orgs. Income is bettering in these orgs. The Sea Org orgs in the US could be doing much better, the whole Pac (Pacific) area is overmanned, underorganized and financially unsound. But we've unloaded three white elephant buildings. We will transfer USLO Mimeo to Pubs US so they can make and sell packs. A new Command team is being readied for AOLA (Advanced Org Los Angeles) and the org is being reduced in size to just an AO to increase the flow of OTs. Courses and the main HGC will go to ASHO. "Asia" the US Station Ship will become a tech training vessel, running just the ship and training to make up auditor and officer deficit in the SO. This area is going to get the most change. Excess people will come to Flag or go to the Asia for SO Tech Training.

WEAKEST POINT

HCO is the weak point in Pac and over the world. LRH ED 147 INT was never gotten in at all. This makes untrained unhatted staffs, unmanned tech areas and is a major influence on GI and Paid Completions. Some orgs don't even have org

boards. This is our most important org division and at present our weakest one. For some reason few HASs perform the duties of the post, put an HCO there and get on with it.

GENERAL PLAN

Thus general planning consists of

1. Getting a functioning HCO into each org (LRH ED 147 INT, 11 August 71).
2. Surveying as per LRH ED 161 INT "Surveys Are the Key to Stats."
3. Getting Div 6 and Div 2 functioning fully. LRH ED 159 INT "Registration Program No. 1."
4. Increasing the number of trained auditors and trained course supervisors LRH ED 163 INT.
5. Increasing the well done auditing hours of an org. LRH ED 165 INT.

SUMMARY

As you can see the planning for individual orgs is all in LRH ED form.

These EDs indicate that PACKS have to be made up as they refer to other issues.

So the primary target in all this is to appoint someone even if a temporary in-org mission, to MAKE UP THESE PACKS. These issues are all in your org or just now arriving. We are also putting Pubs orgs into the pack business so you can get packs.

And whether you have an HCO or not, the C/O should see directly that these packs are checked out on the people concerned.

Thus the org will build up to prosperity in 1972.

THE FUTURE

So this is how we start 1972, AD22.

We came out of the "war" as the winners.

World Press turned favorable.

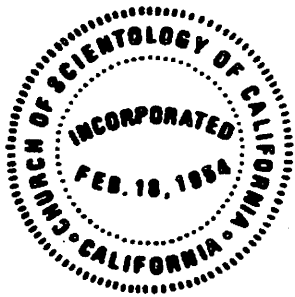
Our orgs over the world are intact and ready to be expanded.

Now the thing to do is get busy and organize and deliver and get the show on the road.

An amnesty has wiped the slate.

A twelve line express highway is wide open.

So HAPPY NEW YEAR! Good luck and God bless.



L. RON HUBBARD
FOUNDER

LRH:nt:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 165 INT

29 December 1971

To C/Os & EDs
TECH SECS
Ds of P
C/Ses

IMPORTANT

The LRH Comm of the Org is responsible for getting this Program in and keeping it in. If there is no LRH Comm it is up to the C/O or ED.

Subject: WELL DONE AUDITING HOURS, How to Increase

Reference: WDAH Checksheet and Pack
HCO PL 1 Jan 72
(Supplies of the pack will shortly
be available from Pubs DK)

Auditing hours depend upon:

- A. Having auditors
- B. Having pcs
- C. Having auditors audit.

And to have Well Done Auditing hours:

- D. Having auditors who are well trained.
- E. Having auditors who audit well and in volume.

In other words there are several steps involved. These make a gradient one to the next.

A. HAVING AUDITORS

1. The fastest way of getting auditors is to search out, through Academy roll books and personal contact or by other means auditors who are already trained and getting them on staff. You need HDCs, Class IIIs and IVs, Class VIs and one or more Class VIIIs and preferably an HSST. This is a basic HAS function but in default of that is done by the D of P. See: HCO PL 17 Sep 70 HAT CHECKSHEET, PERSONNEL PORTION - a pack for this check-sheet was sent to all HESes in Sept 1970. HCO PL 6 Jun 71 II DIR PERS HAT - Sections C, F, J.

TECH SEC OR ED. _____

2. Offer Word Clearing to such old already trained auditors. Get them WC1, then WC2 on first materials studied or heard and WC2 on earliest course and they will be back with it fast. See LRH ED 154 INT TECH CERTAINTY AND HIGH STATS. Also: SO/WW ED 46R MINI WORD CLEARING CHECKSHEET; LRH ED 152 INT FAST TRs, LRH ED 120 INT AUDITORS ASSOCIATION PROJECT IN YOUR AREA.

QUAL SEC. _____

3. The Registrar must be grooved into selling Training. She must have a reality on it, that it is needed to handle life and other people and must know what results an auditor can get. Any doubt any Reg may have, any misunderstood about what Training is, how it is done, must be resolved by Word Clearing, the Classification Chart and expert guidance from a Tech Trained person, not by HCO Hatting. Lengths of time on course, what is planned, rates must all be cleared up on any and all Regs. Preferably they should also be run on the "Money Process".

HAS assisted by the
TECH SEC or an
auditor.

4. The Public Division should get grooved in, not just in bringing in new people but bragging up the status of an auditor and get "Be an Auditor" signs posted around. The Public Reg should be grooved in as in 3 above so Training gets pushed. See: PR Series #3 WRONG PUBLICS, No. 6 OPINION LEADERS, PROMO-SURVEY MINI HAT on LRH ED 161 INT.

HAS and TECH SEC.

5. The TR Course is the first "auditing experience" a person gets as an auditor. Therefore the TR Course should be producing happy graduates who get wins. And those who are very good and fast should be told "You'd really make an excellent auditor. You ought to be trained." TR Course Pack and HCO PL 15 Apr 71 HAS COURSE CHECKSHEET.

DIST SEC.

6. The most certain way of having auditors is to have a good training department and enroll them and train them. See LRH ED 163 INT RAISING STUDENT POINTS and HCO PL 9 Dec 71 WHAT? NO AUDITORS? As eventual auditing will be as good as they are trained and no better, training quality must be good and thorough and fast with no blows or misunderstandings. See also: LRH ED 138R INT TRAINING AUDITORS and HCO PL 11 Dec 71 Iss II MINI COURSE SUPERVISOR COURSE.

TECH SEC and DIRECTOR
OF TRAINING.

7. To make sure that a student makes it through there should be a Mini Qual and Word Clearing and Cramming readily available, no wait. See: HCO PLs 19 Nov 71 I MINI QUAL ORG BD, 6 Jun 71 QUAL DIV DEPT 13 CHECKSHEET, 31 May 71 I THE CRAMMING OFFICER CHECKSHEET, Cramming Series HCOBs of 12 Dec 71.

HAS.

8. The C/O, ED and D of P should keep an eye on all courses and spot the better auditors and make it known this is being watched and should groove in the HAS to get these recommended names approached to be taken on by the HGC, any financial actions to be done by the Treas Sec at low pay, decent bonus. HCO PL 1 Feb 66 STAFF AUDITOR AND SUPERVISOR PROCUREMENT.

HAS.

9. The better high hour auditors should be sent to an SH so VIs, VIIIs and HSSTs can be made rapidly for the org. See: LRH ED 160 INT PROJECT ORG TECH, HCO PL 6 Jun 71 XVI DEPT OF PROCESSING CHECKSHEET.

TECH SEC. _____

10. All available auditors should be gotten on and in the chair.

D OF P. _____

B. HAVING PCs

11. Registrars should be grooved in on selling processing. The Grade and Class Chart (with the symbols meaning HCOB beside it) should be well posted (and any order to take it down cancelled). The Registrar should have a reality on what processing can do, what it can handle, and should be coached on the meaning of personality graphs, I.Q.s. A state of mind of being a chaplain to the whole area and responsible for their cases should be brought about in each Reg, Div 2 or Div 6. See Pack SELLING AND DELIVERING AUDITING (SO/WW ED 160 INT, 11 Nov 71). Also: LRH EDs INT: 159, 153, 151, 145, 118, 117, 112, 110. HCOB 20 Aug 71 II CLASSIFICATION & GRADATION CHART - ABBREVIATIONS EXPLAINED, HCO PLs 15 Feb 61 EVALUATION SCRIPT, 3 Nov 70 II CONFIDENTIAL - GUIDE TO OCA, IQ, APTITUDE AND LEADERSHIP TESTING, Public Activ. Admin Letter 16 Apr 69 SCIENTOMETRIC TESTING.

HAS, TECH SEC. _____

12. Coaching should be given the Director of Promotion. Factual in Reality ads and fliers in the org magazine, based on SURVEYS should be set up to be done continually so that processing as well as Training is offered. See LRH ED 161 INT 18 Dec 71.

HAS and TECH SEC. _____

13. Issue Authority should never be granted on any promo unless a SURVEY backs it up and is presented and cited with the promo. The LRH Comm must get this line in. LRH ED 161 INT 18 Dec 71.

C/O or ED. _____

14. Public Lines and Routing Forms must be set up and run so a prospective pc can actually get into the org, pay for service, get tested and audited promptly and get to Success and back to the Reg. See HCO PL 6 Jun 71 III DIR COMM HAT CHECKSHEET, Section C.

HAS. _____

C. HAVING AUDITORS AUDIT

15. D of P to be genned in on Interviews, getting pcs assigned to auditors and impressed with the way a backlog can ruin income or an unhappy pc ruin the field so he demands service of his auditors. See C/S Series 57, 1 Sep 71 I C/S AS A TRAINING OFFICER, 56, 25 Aug 71 HOW TO GET RESULTS IN AN HGC, 25, 5 Mar 71 FANTASTIC NEW HGC LINE, Flag Promo re TEO.

TECH SEC. _____

16. Pc Admin to be genned in so pcs are brought in on time and that no auditors are ever without pcs. Pc boards up and in use. Folders cared for and ready. Traffic flowing without interruptions or lost hours for auditors. See C/S Series 56, 25 Aug 71 HOW TO GET RESULTS IN AN HGC, 25, 5 Mar 71 FANTASTIC NEW HGC LINE, HCO PL 27 Dec 71 PC ADMIN MINI HAT CHECKSHEET.

TECH SEC. _____

D. HAVING AUDITORS WHO ARE WELL TRAINED

17. Get the C/S to spot every flub and send any flubbing auditor to Cramming. See C/S Series 57 1 Sep 71 I C/S AS A TRAINING OFFICER.

TECH SEC. _____

18. Set up a Cramming Officer who knows the material, who handles rapidly any outnesses in the auditor without excessive invalidation and from HCOBs and tapes. Specialize Cramming actions as basically TRs, Metering, Code, drills and HCOBs and Tapes. See HCO PL 21 May 71 I CRAMMING OFFICER CHECKSHEET, LRH ED 151 INT WHY SOMETHING NEW EXPLAINED, LRH ED 140 INT TECH DELIVERY QUALITY and Cramming Series HCOBs of 12 Dec 71.

QUAL SEC. _____

19. Set up Word Clearing very thoroughly so an auditor going to cramming is meter checked for misunderstood words and this then handled before Cramming begins. See Word Clearing Pack, SO/WW ED 46R MINI WORD CLEARING CHECKSHEET.

QUAL SEC _____

20. Set up Dept 13 as a full going concern that requires and delivers WC #1 to every new Dianetics or Academy student before course begins with never any delay. Required case repair should be a rapid liaison with the HGC. See: LRH ED 163 INT RAISING STUDENT POINTS, LRH ED 158 INT MINI QUAL ORG BD SUCCESS, LRH ED 154 INT TECH CERTAINTY AND HIGH STATS, SO/WW ED 46R MINI WORD CLEARING CHECKSHEET, and pack.

QUAL SEC. _____

21. Institute a Qual Interneship and feed all new HGC candidates through it and all old auditors as they can be spared. See HCO PLs 14 Aug 71 INTERNES; 6 Nov 71 III INTERNESHIPS LINE UP; 24 Aug 71 INTERNE CHECKSHEETS; 7 Aug 71 I-VI INTERNE OK TO AUDIT CHECKSHEETS.

QUAL SEC. _____

22. Institute Electronic Attestation in the Interneship for each level. See HCO PL 8 Nov 71 ELECTRONIC ATTESTATION FORM.

QUAL SEC. _____

If this program is gotten in step by step, the well done auditing hours of an org will rise and rise.

When they falter, go over this program again, putting back all the bits that have fallen out and the stat will again rise.

When the WD Auditing Hours get to 700, a full new HGC #2 will have to be gotten in while the old one is kept going. To do this, just repeat this program for the new HGC #2.

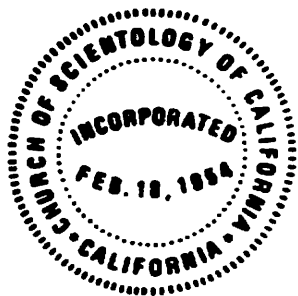
It is understood that in some orgs there will be missing posts such as Tech Sec or D of P or Pc Admin or D of T. Where one of these posts is missing it is understood that the HAS will get it filled rapidly and if not the LRH Comm or C/O will get it filled even if double hatted.

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

A 700 well done hour HGC in the US would gross over \$17,000 even if all paid were at discount.

So this program is well worth getting in thoroughly.

L. RON HUBBARD
FOUNDER



LRH:gal

EXECUTIVE DIRECTIVE

LRH ED 163 INT

27 December 1971

To: EDs
Tech Secs
Directors of Training
Course Supers
Course Admin

Subject: RAISING STUDENT POINTS

Reference: HCOP/L 2 April 71 Issue III How To Push Up
Student Points and Get the Targets

I have lately received remarks that seem to indicate a wrong Why is being used on student points by EDs and Ds of T.

Believing it is new students in that raises points and old students out that drops them is a sure way to kill course efficiency.

This belief puts student points outside the control of course people.

"If they'd give us more students the points would go up."
"If the points went down it's because we graduated some students" are both false reasons.

Any student body of a well conducted course should remain at about the same level. Goings and comings do not greatly affect it.

THE REAL WHY FOR UP OR DOWN STUDENT POINTS IS THE QUALITY OF TRAINING.

PUSHING POINTS

HCOP/L 2 April 71 Issue III "How to Push Up Student Points and Get the Targets" tells all about how to push for points. It was written by the Flag D of T at my request in a period of soaring affluence resulting in Power.

Any D of T or Supervisor who gets this data into action will accomplish 3 to 4 times his present point level.

Why should this be done?

- A. AN ACADEMY THAT DOESN'T EMPTY WILL NOT FILL.
- B. This means that slow-low graduate courses do not sell well.
- C. THUS SLOW POOR COURSES WRECK ORG INCOME.
- D. If you do not make auditors you will not be able to deliver processing.
- E. If you DO make auditors who are well trained your field will expand.

PROGRAM

1. Get a Course Supervisor on each major course full time. (See HCOP/Ls 16 March 71 What is a Course?, 1 Feb 66 Staff Auditor and Supervisor Procurement, 10 June 71 Hatting Course Personnel.) HAS or in default TECH SEC, or in default LRH COMM or in default ED. _____
2. Hat with at least a Mini Course Super Hat. Means get it fully checked out. (HCOP/L 11 Dec 71 Issue II Mini Course Supervisor Course - LRH ED 138R INT Revised.) HAS or in default TECH SEC or in default LRH COMM or in default ED. _____
3. Get a Student Admin on on each major course. See HCOP/L 16 May 69 Course Administration, 16 March 71 What is a Course?, 10 June 71 Hatting Course Personnel. _____
4. Hat with HCOP/L 26 Dec 71 "Student Admin" Mini Hat Checksheet. HAS or in default, the COURSE SUPER. _____
5. Get in WHAT IS A COURSE?, HCOP/L 16 Mar 71. TECH SEC or COURSE SUPER with the aid of the STUDENT ADMIN in collating etc. (Materials available from Pubs DK.) _____
6. Get in HCO P/L 2 April 1971 Issue III "How to Push Up Student Points and Get the Targets." ORG OFFICER or ED. _____

This is a simple program. Like all programs one has to DO it.

If it is done, student points will soar and the training area will fill AND empty and you'll have auditors.

7. Get in a Mini Qual. (HCOP/L 14 August 71 Issue II Revised 19 Nov 71 Mini Qual Org Bd.) ED. _____
8. Get in an Interne Pgm. (HCOB 19 July 71 Internes, HCOP/Ls: 6 Nov 71 Issue III Internships Line-Up, 16 March 71 What is a Course?) ED. _____

Now you will have flubless HGC auditors.

Obviously you won't be able to raise student points with no hatted Course Super and no Student Admin and with no materials available.

Hence these steps must be in.

Then you PUSH for POINTS and it all will come out beautifully.



L. RON HUBBARD
FOUNDER

LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 161 INT

18 December 1971

To All Staffs
Div 6 Secretaries
Directors of Promotion

(LRH Comms to see this checksheet is Word Cleared
and Checked out on related personnel.)

SUBJECT: SURVEYS ARE THE KEY TO STATS

* SURVEY-PROMO MINI HAT *

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 with our 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 be-
lieve one does SURVEYS.

HCO Policy Letter 5 December 1971 Issue II PR Series #13
tells you how to do a survey. HCOP/L 2 June 71 Issue II PR
Series #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 up) 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!

SURVEY-PROMO MINI HAT

NAME: _____ ORG: _____

POST: _____ DATE: _____

This checksheet is to be Method 2 Word Cleared and Starrate Checked out in Qual Dept 13 by the following: -

DIST SECS
DISSEM SECS
ALL PROMO STAFF DIV 2
ALL PROMO STAFF DIV 6
ALL PR STAFF
DIRs CLEARING
ALL SALES STAFF DIV 2 & 6 (so they know the subject and can demand such actions go in or bypass as needed)

Note: M2 stands for Method 2 Word Clearing and items designated with "M2 _____" means that they must be Method 2 Word Cleared and signed off by the Word Clearer. This can be done with your twin or by a Qual Word Clearer if you or twin are not trained in Word Clearing.

START:

A. MONEY AND EXCHANGE vs SURVEYS SECTION

- | | | | | | | |
|-----|---|---------------|-------|-------|-------|-------|
| *1. | HCO PL 27 Nov 71 | Exec Series 3 | MONEY | | | |
| | | | M2 | _____ | _____ | _____ |
| *2. | <u>CLAY DEMO</u> : What is money. | | | | | |
| *3. | <u>CLAY DEMO</u> : What is economics. | | | | | |
| *4. | <u>CLAY DEMO</u> : How DEMAND is achieved. | | | | | |
| *5. | HCO PL 3 Dec 71 | Exec Series 4 | | | | |
| | | EXCHANGE | M2 | _____ | _____ | _____ |
| *6. | <u>CLAY DEMO</u> : What is exchange. | | | | | |
| *7. | <u>ESSAY</u> : Why does one do surveys and how this function relates to exchange. | | | | | |
| *8. | <u>CLAY DEMO</u> : Continual Public contact based on a survey. | | | | | |

B. BASIC THEORY ON SURVEYING SECTION

- | | | | | | | |
|------|--|------------------------|----|-------|-------|-------|
| *1. | HCO PL 5 Dec 71 | PR Series 13 | | | | |
| | | HOW TO DO A PR SURVEY: | | | | |
| | | First Section of First | | | | |
| | | Page | M2 | _____ | _____ | _____ |
| *2. | <u>CLAY DEMO</u> : What does the word SURVEY fully mean. | | | | | |
| *3. | HCO PL 30 Jan 69 | PUBLIC DIVISIONS ORG | | | | |
| | | BOARD | M2 | _____ | _____ | _____ |
| *4. | <u>ESSAY</u> : In surveying any public on any subject, what are you basically trying to find out? | | | | | |
| *5. | <u>CLAY DEMO</u> : When you have made continuous public contact based on a survey: What happens to that public? | | | | | |
| *6. | HCO PL 13 Aug 70 | PR Series 3 | | | | |
| | | WRONG PUBLICS | M2 | _____ | _____ | _____ |
| *7. | <u>ESSAY</u> : Why couldn't you use successfully a survey done on one public for another different public? | | | | | |
| *8. | HCO PL 23 Nov 69 | INDIVIDUALS VS GROUPS | | | | |
| | | | M2 | _____ | _____ | _____ |
| *9. | HCO PL 18 Dec 68 | WARNING - GUNG-HO | | | | |
| | | GROUPS | M2 | _____ | _____ | _____ |
| *10. | <u>ESSAY</u> : In doing a survey why wouldn't you approach the "leaders" and "officials" that had their own "solutions". | | | | | |
| *11. | LRH ED 161 INT | SURVEYS ARE THE KEY | | | | |
| | | TO STATS | M2 | _____ | _____ | _____ |
| *12. | <u>ESSAY</u> : The reason for and use of surveys. | | | | | |

C. SURVEY TECH SECTION

Note: You will be doing fast practical surveys in this section. The numbers surveyed are kept small for sake of speed. In real life you'd do far more people to get results. Keep the questions you make up and the survey results you get as they're used in the next section.

- | | | | | | | |
|-----|--|---------------------|----|-------|-------|-------|
| *1. | HCO PL 25 Jul 69 | PUBLIC RESEARCH AND | | | | |
| | | REPORTS | M2 | _____ | _____ | _____ |
| *2. | HCO PL 25 Oct 69 | SURVEY FORM FOR ALL | | | | |
| | | SURVEYS | M2 | _____ | _____ | _____ |
| *3. | HCO PL 21 Nov 69 | ETHNICS | M2 | _____ | _____ | _____ |
| *4. | <u>PRACTICAL</u> : Write up questions for a broad survey of Scientologists to find out what they consider most valuable and want from the org and Scn. | | | | | |

- *5. PRACTICAL: Write up questions for a broad survey of raw public to find out what they consider valuable and want. _____
- *6. ESSAY: Write up how you would conduct a big broad survey (Div 2 staff - for Scientologists Div 6 staff - for raw public). _____
- *7. HCO PL 5 Dec 71 PR Series 13
HOW TO DO A PR
SURVEY M2 _____
- *8. ESSAY: The points to keep in mind while doing a survey as a surveyor. _____
- *9. HCO PL 28 Oct 69 HOW TO TABULATE A
SURVEY M2 _____
- *10. PRACTICAL: You want to do a survey. Say you didn't need a Tone Level or no one was trained to spot Tone Levels: Take either set of questions you did above in 4 or 5 and conduct it on 20 people. Tabulate results. _____
- *11. PRACTICAL: You want to find out what the public thinks a top grade professional staff would dress like: Make up a question and survey 10 raw public. Tabulate results. _____
- *12. HCO PL 2 Jun 71 PR Series 10
BREAKTHROUGH M2 _____
- *13. PRACTICAL: Make up be-do-have questions and translate them over to A-R-C for survey use. _____
- *14. HCOB 25 Sep 71 TONE SCALE IN FULL
(Revised 15 Nov 71) M2 _____
- *15. HCOB 26 Oct 70 OBNOISIS AND THE TONE
SCALE M2 _____
- *16. PRACTICAL: Go out onto the street and spot Tone Levels using your HCOB Tone Scale in Full for reference and then not referring to it. _____
- *17. PRACTICAL: Go out onto the street and ask people questions, any questions and spot their chronic Tone level. _____
- *18. PRACTICAL: You want to know what people want to achieve (be), what is bugging them that they're trying to resolve (do) and what they consider valuable (have) plus tone level overall. Make up the A-R-C questions and do a survey on 20 people. Tabulate results for answers and overall tone level. _____
- *19. LRH ED 161 INT SURVEYS ARE THE KEY TO
STATS _____
- *20. ESSAY: On the 4 other types of surveys - invoice, success, Examiner reports, past promotion, what you can find out from each, how to conduct and use them. _____
- *21. PRACTICAL: Conduct an invoice survey of 30 invoices to find out where customers are coming from and what is selling most. _____

D. SURVEY AND PROMO SECTION

- *1. HCO PL 23 Dec 58 QUALITY OF PRESENTATION
M2 _____
- *2. HCO PL 8 Oct 64 ARTISTIC PRESENTATION
M2 _____
- *3. HCOB 30 Aug 65 ART M2 _____
- *4. CLAY DEMO: The importance of promotion quality and its communication factor. _____
- *5. HCO PL 30 Jul 68 GROSS INCOME SENIOR
DATUM M2 _____
- *6. HCO PL 6 Jul 59 OUTFLOW M2 _____
- *7. HCO PL 7 Mar 64 DIRECTOR OF ENROLMENT
M2 _____
- *8. CLAY DEMO: Why quantity is important. _____

- *9. HCO PL 17 Nov 65 THE BASIC PRINCIPLES
OF PROMOTION M2 _____
- *10. CLAY DEMO: Driving in more business than the
org can waste and why you do this. _____
- *11. HCO PL 16 Apr 65 HANDLING THE PUBLIC
INDIVIDUAL M2 _____
- *12. HCO PL 13 Aug 70 PR Series 2
THE MISSING INGREDIENT
M2 _____
- *13. HCO PL 10 Feb 65 AD AND BOOK POLICIES
M2 _____
- *14. HCO PL 13 Aug 70 PR Series 3
WRONG PUBLICS _____
- *15. ESSAY: Take items 11, 12, 13 and 14 above and
list the ingredients of a good promo piece and
ways you can statisticize response. _____
- *16. PRACTICAL: Take the survey results you got in
section (C) item 10 and make up a promo piece
on it. _____
- *17. PRACTICAL: Take the survey results you got in
section (C) item 18 and make up a promo piece
on it. _____
- *18. PRACTICAL: Take the survey results you got in
section (C) item 21 and do a promo piece on it
and state to what area it will go. _____
- *19. PRACTICAL: Take the survey results you got in
section (C) item 18 and write up what your PR
Campaign should push. _____

E. SUMMARY SECTION

- *1. PRACTICAL: Write up the ideal scene on the re-
lationship of surveys, promo, PR and exchange. _____
- *2. CLAY DEMO: Surveys are the key to your org's
stats and how and why. _____
- *3. CLAY DEMO: How survey functions are used on
and relate to your job. _____

I attest I have completed this mini-checksheet and know and can
apply the data on it.

STUDENT: _____ DATE: _____

I attest student knows and can apply the data of this mini-
checksheet.

SUPERVISOR: _____ DATE: _____

Student issued provisional Cert as Survey Specialist.

CERTS AND AWARDS: _____ DATE: _____

(Checksheet made up by CS-6.)

L. RON HUBBARD
FOUNDER



LRH:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 160 INT

10 December 1971

To: EDs
HES
TECH SECS

From: RON

Subject: PROJECT ORG TECH: LIMITED UPPER
LEVEL TRAINING OFFER FOR ORGS

To help out your tech delivery:

If an org staff member will join the Sea Org and serve in his own org for 5 years and then report to the Sea Org for further assignment, this offer can be taken advantage of at once.

HUBBARD PROFESSIONAL COURSE SUPERVISOR

The candidate will receive at a Sea Org org:

1. Case repair including C/S 53, GF 40R, C/S 54.
2. PTS Rundown.
3. Sea Org Member Hat.
4. Basic Staff Hat.
5. The Hubbard Professional Course Supervisor Course.

CLASS V AND VI

The candidate must have had his HDC and new shortened Zero to IV Academy Courses.

The candidate will receive at a Sea Org org:

1. Case repair including C/S 53, GF, GF 40R, C/S 54.
2. PTS Rundown.
3. Sea Org Members Hat.
4. Class V.
5. Class VI.

CLASS VIII AND IX

CASE SUPERVISOR

The candidate must be a Class VI with auditing experience.

The candidate will receive:

1. Case Repair including C/S 53, GF, GF 40R, C/S 54.
2. PTS Rundown.
3. Sea Org Members Hat.
4. Class VIII.
5. Class IX and Case Supervisor.

CLASS X

The candidate must be a Class VIII.

The candidate will receive at a Sea Org org:

1. Case repair including C/S 53, GF, GF 40R, C/S 54.
2. PTS Rundown.
3. Sea Org Members Hat.
4. Class IX if not covered already.
5. Case Supervisor.
6. Class X.

OTHER QUALIFICATIONS

The candidate must have an OCA graph with no points in the unacceptable range.

An I.Q. above 100.

No R/S history.

His return ticket to his org, all fares paid by the org.

Money to keep him during training.

An intention to keep the contract.

QUOTAS

HPCSCs - 2 per org.
Class V-VI - 10 per org.
Class VIII-IX - 2 per org.
Class X - 2 per org.

CONDITIONS

Only one of the above units is open to any one person, requiring a year's service at the org before a second unit can be taken if still being offered.

The person will be on normal org units during his service at the org.

The status of the person will be "Sea Org Member on loan."

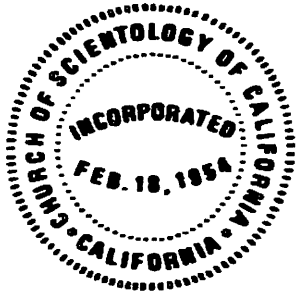
If the person is not used on a proper Tech post he is subject to recall as "unutilized."

The candidate signs a personal note for all services given and another note for any expenses to the org, both becoming due if the person does not honor his Contracts.

At any time this offer may be cancelled but if so it is not to affect those already on this program.

(Routing Forms, checklists and project orders are being released from Flag to Sea Org orgs and Registrars on this limited offer.)

This offer is to help orgs deliver tech now.



L. RON HUBBARD
FOUNDER

LRH:nt:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 159 INT

28 November 1971

URGENT

C-A-N-C-E-L-L-E-D
by LRH ED 236 INT

To: Executives
All Staff

Subject: REGISTRATION PROGRAM NO. 1

LRH Comm or HAS: Requires an Immediate checkout on ED or C/O, Product Officer Org Officer HAS, Dissem Sec and Dist Sec and Registrars.

According to Flag Bureau Data Letter Evaluation (138 of 23 Nov 71) an unfavorable difference between high Pd Completions and low GI is caused by Registration failures.

During the period of high GI in orgs there was also an additional Registrar in Division 6, the Public Reg. When this function was abandoned in July 1971 the GI collapsed and leaving this post empty or doubling Dept 6 Registration with it is the probable cause of any low GI.

Thus we have a GI recovery program based on Registration reform which has these steps for an already functioning org, done by the ED and Org Officer:

1. Get org delivering and the Paid Completions Stat going well.
2. Put back in the PUBLIC REG.
3. Strengthen the Public Division.
4. Organize the Dissem Division.
5. Continue to organize Tech and Qual and Deliver more of even better quality.
6. Strengthen Dissem.
7. Strengthen Public Div.
8. Strengthen Tech.

These eight steps are sure to maintain an increasing Completions stat and boom Gross Income.

1. PAID COMPLETIONS

The new Completions Conditions HCO Policy Letter 24 Nov 71 shows where an org's Paid Completions stat has to be to be viable. By actual application these Conditions are found to be accurate. They apply to the org and its Exec Director or Commanding Officer.

The best way to get Paid Completions up at first is Cope locally and send a Tech Establishment Officer trainee and a Qual Establishment Officer trainee to Flag.

The TEOs (who took only a month to train plus travel time) who have so far returned to their orgs has each one shot completions up-up-up, making auditors and happy pcs.

The QEO can get in a Mini Qual, with word clearing, library, Intern training, Cramming and Certs and Awards and operate to boost the volume of high quality delivery up-up-up.

There is lots of material published to help cope locally with Paid Completions. LRH ED 125 INT (6 Sept 70 - Tech Sec Pgm No. 1), LRH ED 138 INT (28 March 71 - Mini Cse Super Hat and Pack), LRH ED 147 INT (11 Aug 71 - HAS and HAS Cope Officer Mini Checksheet), LRH ED 145R INT (6 Oct 71 - Bonus Completion Points), LRH ED 154 INT (7 Oct 71 - Tech Certainty and High Stats), HCOB 5 Mar 71 C/S Series No. 25 The Fantastic New HGC Line.

So, coping while you get a TEO and QEO, you have delivery occurring.

BUT THE MOMENT YOU GET THE DELIVERY LINE MOVING AND PAID COMPLETIONS UP YOU HAVE TO SPEED UP REGISTRATION TO FEED THE LINE. OTHERWISE YOU WILL SOON RUN OUT OF ADVANCE PAIDS, BLOWN STUDENTS GOTTEN BACK AND BACKLOGS AND YOUR GROSS INCOME WILL FALTER.

2. PUBLIC REGISTRATION

A Public Registrar must be gotten on post.

HCO P/L 26 November 1971 DIVISION 6 PUBLIC REG REINSTATED has just been issued.

This Registrar is in Division 6, not Division 2.

The PUBLIC Registrar sells HAS Courses, HQS, books, etc. to new people brought in by the PUBLIC DIVISION from their ads, personal contacts, FSMs.

The Public Reg also sells higher services to people taking basic courses.

This Reg is encouraged by a BONUS SYSTEM HCO P/L 27 Nov 71 Public Reg Bonus.

The Public Reg is NOT the only Reg in the org. The post earlier got in trouble because it was so successful! Dissem Regs were promptly discarded and orgs lost about 75% of their potential income. A Public Reg can't keep a CF in use or re-sign up persons in the Tech Div. She sells mainly little sales with an occasional major one.

When the Public Reg came off, the org's Div 2 Reg promptly started interviewing for little services and became in effect the Public Reg in the wrong division.

So a Public Reg is VITAL.

One must be posted.

An excellent Program to do this has been drawn up and is with you as SO/WW ED 62 (INT) REGISTRATION PROGRAM NO. 1 drawn up by the Dissem and Distribution Aides at Flag. This straightens out any line confusions.

GET THE PUBLIC REG ON POST NOW NOW NOW! And get your GI up. It's costing you the Earth to have the post empty.

3. STRENGTHEN PUBLIC DIVISION

A new Mini Div 6 Org Board has just been released. HCO P/L 14 November 1971 MINI PUBLIC DIVISION ORG BOARD.

For the first time the exact essential actions of Division 6 have been boiled down into a simple org board.

Division 6 can have more people than this but if it doesn't have people on the posts given on this org bd YOUR GI WILL GET INTO TROUBLE.

The Org Board's posts are pretty self evident.

The Dist Sec is a PR post that doubles as head of Dept 16. Surveying is a vital skill. What does the public want. What should be getting promoted by Dept 4. PR Area Control actions and every other PR and public advertising function comes under this head.

Success stories are collected by a Success I/C who also helps PR with Clerical actions. This post of success is part of public lines and in desperation can be held also by the Examiner in Qual.

The Thomas package, the original or as locally adapted for handout is handed out by students or volunteers or as a part time duty, all hands, of the Dist Division.

Tours exists as a section so it won't be lost. Any tours are run by the Dir of Public Controlling.

In Dept 17 you have Demonstration and raw public registration and HAS and HQS Courses.

In Dept 18 the Dir of Clearing makes and handles field staff members, forms and keeps going groups, keeps an Auditors Association alive.

This is an outside working Division except for Success, Reg and Course Supers. Div 6 gets around. It isn't a desk division.

Its promo and handouts are done for it by Dissem.

DIV 6 REACHES INTO THE PUBLIC. WITHOUT THAT REACH THE ORG BECOMES A WITHDRAWN ISLAND OUT OF COMM WITH THE WORLD. DIV 6 FUNCTIONING KEEPS THE ORG AT LEAST A GRADE ZERO RELEASE. DIV 6 IS THE ORG'S REACH.

4. ORGANIZE THE DISSEM DIV

A new Mini Div 2 Org Board has just been issued. It is the minimum org board of a functioning Dissemination Division.

It is HCO P/L 14 Nov 1971 Issue VI. MINI DIV II DISSEM ORG BD.

It has all the VITAL functions of the Dissem Div posted on a minimum basis.

The Dissem Sec is the Director of Registration.

Under the Director of Registration are the Div 2 Registrars. These are covered in HCO P/L 28 Nov 71 THE TYPES OF DEPT 6 REGISTRATION which gives the various Dept 6 registration types in full. In a small org at least two Dept 6 registrars are needed, one as Letter Registrar who is now also in charge of CF, Address and bulk mail. The other reg, in a small org, covers Advance Schedules, Body Reg, Call In Reg-ARC Break Reg are handled by the other Reg. At least one if not two clerks are needed to handle CF and Address to straighten it up and get it functioning.

The other two Depts of the Division are Promotion and Publications. Promotion does all the layout, printing, magazine and flier for the org based on surveys and for all the org departments including Division 6.

All publications are procured by Dept 5 and all hats and packs are made up in it. It runs a mail order book business and operates a book shop and sells books (as well as training and processing) through ads in the magazine or placed VIA Div 6 in public magazines and papers.

The promotion pieces, bulk mail, fliers etc., are made up in Dept 4 and printed through Dept 5 which often operates a photolitho machine.

The work of the Departments of Promotion and Publications is devoted to serving the Registrars (and furnishing Course materials and hats for the org). The Public Division handouts are planned in Dept 16 but they are laid out and printed by the Dissem Div.

In other words the sale of books, issue of org magazines, fliers, questionnaires SERVE REGISTRARS. They serve Dept 6 Registrars and they serve the Public Registrar.

Dissem puts out the particles with which the org reaches.

And Dissem Registrars the already buying clientele.

The bulk of an org's GI IF IT FURNISHES QUALITY COMPLETIONS PUNCTUALLY comes from re-sign ups.

If the Dept 6 Registration actions are not all on the ball, it shows up in lost GI. Normally at least 50% of any week's income comes from Dept 6 (the rest from the Public Reg). If these Dept 6 actions are not done at all, the org loses half of its GI and a lot of good will. If one of the five Dept 6 actions is in and four are out the org loses 40% at least of its income. Providing of course Div 6 is really functioning and getting half. If 2 are in the org only loses 30%. If 3 are in the org only loses 20%. Etc.

ECONOMY IN DEPT SIX IS VERY WASTEFUL! IT COSTS REAL MONEY.

SO GET IN DEPT 6.

5. CONTINUE TO ORGANIZE TECH

By this time you will have back your TEO and QEO if you sent them. If you didn't you will be up to your ears in Cope.

But by this time you should also be graduating some auditors.

New shorter Academy checksheets are now in your hands. Word Clearing speeds the study.

Your Dianetics Course should be giving you auditors.

Get auditors to interne in the HGC.

HCO should be recruiting 1 tech for every Admin by this time.

So if you haven't sent your TEO and QEO do so now!

YOU CAN'T CONTINUE TO SELL UNLESS YOU DELIVER WHAT YOU SELL.

6. STRENGTHEN DISSEM

Now get in the Dissem Mini Org Board in earnest.

Get Volume 2 of the OEC into the hands of both Dissem and the Public Reg and get it studied well.

Get Volume 0 of the OEC bought by every staff member and read so they can also get the word and know how an org really works and begin to back up Dissem and the Public Divisions and Tech.

POST A BIG VERSION OF THE MINI DIV 2 ORG BD in the Dissem area and in HCO.

Fill in any missing posts.

Get the Body Reg so she never misses when a pc finishes his program and the auditor just goes on auditing the pc who has not paid.

Get the re-sign up line from success to Registrar.

Keep the Registrars informed of the results you're getting in Tech so they can talk with Confidence.

Make sure your Registrars all get processed to good case gain. Run them on the money process. Get their confront way up.

The money will be rolling in and happy pcs sailing out.

7. STRENGTHEN THE PUB DIV

Fully post your Mini Pub Div.

Display its Mini Org board in big size in Pub Div area and HCO.

Get the promo needed, the descriptions of services, for the Public Registrar.

Get your Dist Sec really surveying and getting the angles on public appeal.

Brighten the org's appearances, dress the staff better.

Get the Public Reg run on Objective Processes and money processes.

Hat the whole division.

YOU WILL NOW BE WONDERING WHERE YOU'LL GET BIGGER QUARTERS TO HANDLE THE PUBLIC DIV TRAFFIC.

8. STRENGTHEN TECH

By now your tech div will be functioning with a rush, if you got your TEO and QEO. If not watch it as your delivery failures will collapse your income.

Your Tech and Qual will only bear the strain if you have people there trained to organize and expand them.

Registration and reach are the keys to GI and Paid Completions.

This program has been carefully worked out with its basic materials and should be very successful if put into full effect.

The C/O or Executive Director, the Execs of the org, particularly HAS, Dissem and Dist Sec should do the following checksheet to get the full rundown of registration and tech lines as they join registration. THIS WILL GREATLY INCREASE GI AND PAID COMPLETIONS IF FULLY UNDERSTOOD. The Registrars should do SO/WW ED 62 INT and all materials named in it as well as the Registrar Checksheet.

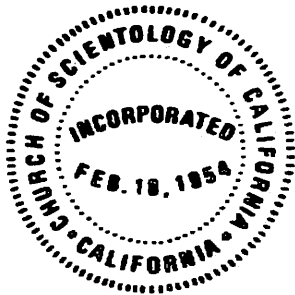
The back up materials of this program are:

Name		Date
<u>NEW REGISTRAR PACKAGE MATERIALS</u>		
1.	LRH ED 159 INT of 28 Nov 71	Registrar Pgm No. 1 _____
2.	HCO P/L 26 Nov 71 Issue II	Division 6 Public Reg Reinstated _____
3.	HCO P/L 26 Nov 71 Issue I	Public Reg Interview Slips _____
4.	HCO P/L 14 Nov 71	Mini Public Division Org Board _____
5.	HCO P/L 27 Nov 71 Issue II	Public Reg Bonus _____
6.	HCO P/L 27 Nov 71	The Types of Dept 6 Registration _____
7.	HCO P/L 14 Nov 71	Mini Div II Org Board _____
8.	SO ED 131 INT	Dissem Registrar Bonus _____
9.	HCO P/L 27 Nov 71 Issue III	Free Service = Free-Fall _____
10.	SO/WW ED 62 INT of 28 Nov 71	Registration Pgm No. 1 _____
10a.	HCO P/L 29 Nov 71	Registrar Checklist for Regs in Dept 6 & Dept 17 _____
11.	Volume Zero Org Exec Course	_____
12.	Volume Two (Dissem Div) Org Exec Course	_____

TECH COPE ACTIONS

13.	LRH ED 125 INT 6 Sept 70	Tech Pgm No. 1	_____
14.	LRH ED 138R INT 14 Oct 71	Mini Cse Super Hat and Pack	_____
15.	LRH ED 147 INT 11 Aug 71	HAS and HAS Cope Officer Mini Checksheet	_____
16.	LRH ED 145R INT 6 Oct 71	Bonus Completion Points	_____
17.	LRH ED 154 INT of 7 Oct 71	Tech Certainty and High Stats	_____
18.	HCO B 5 Mar 71	C/S Series 25 The Fantastic New HGC Line	_____

Attest _____



L. RON HUBBARD
FOUNDER

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L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 156 INT

25 October 1971

To: All Staffs
BPI

Subject: RON'S JOURNAL NO. 3

WE'RE MAKING IT

In looking over the International Scn org Stats of last Thursday I was struck by a new observation:

THE HIGH GI STATS OF 1968 WERE IN THE RANGE OF THE LOW GI STATS OF TODAY.

In other words what was a peak in '68 is looked on as a collapsed stat in 1971.

Because stat graphers change the scale this might be missed.

Our "collapsed" stat range of 71 is the peak high range of '68.

So much for Smersh and bans and other nonsense!

This increase represents a lot of hard work by a lot of people over a long time.

Coming right up is the paid completions stat. This means these Scn orgs over the world are DELIVERING more and more flubless tech.

To this will be added soon the 12½ hour intensive which will give these Class IV orgs several times the present income when added to training.

Seeing auditing getting delivered (no one out there has been really audited for years) people will enroll more easily as students.

Our Continental Liaison Offices in UK and US are on the ball. The AF-ANZO OTLs are getting their roots in.

Seeing actual production and achieving it will increase staff morale.

The SHs are doing well and the NEW ASHO in Los Angeles is getting set up for a boom of its own.

Highly workable TRs are in full action in orgs.

Word Clearing is running at high popularity over the world.

New Academy Checksheets, much shorter, are being sent out.

Model Session tapes made for each level - 0 to IV - made by Class XIIs let the student auditor know how TRs and a session really should sound. This will make new quality auditing in Class IV HGCs. Pubs DK has them.

ALL books are in print now in the ASHO US Pubs. TAPES are available in good quality from Pubs DK.

The Meter threat has vanished and there are plenty of meters available for immediate delivery in all countries.

Our biggest US government opponent recently resigned in a panic under our savage pressure.

And the three top attackers of Scientology in the UK just turned themselves in to an insane asylum.

Our technology is the ONLY workable tech in the field of the mind, drugs and insanity. We have never had tech so clean, so good and so well presented.

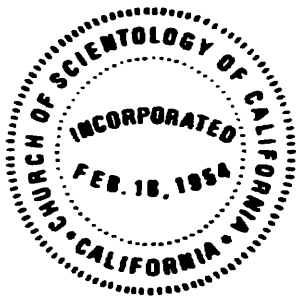
We are rapidly repairing any damage to our image anywhere.

Highly trained FEBCs are in charge of our orgs.

So we are now building strongly and firmly.

It's time to get very busy and clear this planet.

L. RON HUBBARD
FOUNDER



LRH:nt:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 155 INT

10 October 1971

To: All Staff

Subject: GOOD STAT NEWS

References: LRH ED 153 INT

GREAT NEWS. The July August-September downtrend of stats has reversed and is on a healthy climb.

For the first time in years the delivery of orgs is on a solid basis of Quality and Quantity.

The WHY of this (there can be good whys) is getting in the new PAID COMPLETIONS ACCOMPANIED BY AN ACCEPTABLE SUCCESS STORY statistic.

Orgs are being handled to sell and deliver QUALITY IN QUANTITY.

The push for GI only the way the old EC network did (as described in HCO P/L 31 Aug 71) had strained public image with crush sell and postulate checks. But whereas in former years the stat would have just gone on down, WE CAUGHT IT by shifting attention and work to delivery with LRH ED 153 INT.

And IT IS WORKING!

That's the clear plain message rolling in over the telex machines from around the world. WE'RE WINNING.

The Letters in and Registrar Interview and New Names to CF International stats show conclusively that public image was not hurt by postulate checks and crush sell. We got it out of the way before permanent injury was done.

It has long been said that SCIENTOLOGY WOULD GO AS FAR AS IT WORKS. Well, that new PAID COMPLETIONS stat is making it WORK.

This has been a long haul since July, finding out what went wrong and putting them right.

The Flag Bureaux, Continental Liaison Offices and orgs have been working LIKE MAD getting the new stat in and orgs functioning.

We have a long way to go. We have a lot of work to do. But we know now what made stats crash (pushing only GI) and how to make them recover fast (Paid Completions accompanied by an Acceptable Success Story).

I want to thank everyone on these long lines over the world who got the trend reversed! And who now have a clear road to push it right on up.

JUST GO ON WORKING ON LRH ED 153 INT.

Get auditors.

Get in Word Clearing and get your students points up
(LRH ED 154 INT).

You've got it moving up again all over the world! PUSH
like mad and it will go right out the top.

And don't forget that PAID is part of that stat! Get
your Dissem Div in and working ON POLICY to get in that GI.

Boy, do I feel good! We're a howling Success every one
of us!

Love,

RON



L. RON HUBBARD
FOUNDER

LRH:mes:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 154 INT

7 October 1971

URGENT

To: All staff
Auditors
Tech Sec
Qual Sec
Class VIIIs

Subject: TECH CERTAINTY and HIGH STATS

For Immediate Activation by the Qual Sec
or in absence of one, the LRH Comm or ED.

The answer to achieving technical certainty and to obtain flubless F/N VGI results, and the high stats that follow is contained in WORD CLEARING.

If all Qual ever did was Word Clearing in Dept 13 and Dept 14 Cramming, you would have it made.

ALL TECH UNCERTAINTY STEMS FROM MISUNDERSTOOD WORDS.

And Surprise! They are seldom the words of Dianetics and Scientology. They are "of" "from" "the" "an" and the basics of language!

In itself, word clearing Method No. 1, No. 2 and No. 3 return case results hard to credit.

BEGINNINGS

The way you begin this in an org is to have 2 Class IIIs or higher do the Word Clearing Checksheet materials given in SO/WW ED 46R using Method No. 2 Word Clearing on the materials on each other.

Then they do Method 1 Word Clearing on each other (using the Wd Cl Correction Sheet on any flub).

This makes them trained Word Clearers.

They can do it flublessly if they complete this action.

TECH STAFF

Now put these 2 auditors in Dept 13 and have them begin on the org's C/S or C/Ses.

On the C/S do Method No. 1 Word Clearing.

Then do the first Dianetic or Scientology book or materials the C/S ever read done Method No. 2.

Now do Method No. 2 on the whole C/S Series.

You have the C/S straight.

Work right along on the Auditors

1. Word Clear Method No. 1.
2. 1st book or materials Method 2.
3. Their early materials on their first course.
4. Auditors Rights C/S Series No. 1 Method 2.

And on the Course Supers and course personnel.

1. Word Clear Method No. 1.
2. 1st book or materials Method 2.
3. Mini Course Super Hat including "What is a Course?" P/L Method 2.

POLISH

While all this is going on order fastest the ready for delivery Tape Series "Class XII Model Auditing Sessions."

These are a series of sessions, pro quality recording, of Class XIIs auditing lower grade processes.

This gives a model of what real flawless auditing, flawless TRs sounds like. (Usually Auditors' jaws drop when they hear these, they never heard real auditing before.)

(These tapes available at once from Pubs DK, the whole set for only \$150 cash air post paid, worth tens of thousands to you in improved quality in your own HGC.)

UNCERTAINTY

Uncertainty comes totally from lack of understanding.

Understanding is barred out by the misunderstood word.

ALTER-IS

All alter-is comes after the misunderstood word.

NEW AUDITORS

You can put new Auditors in on your Interne Course in Dept 14, handle them with word clearing as above and train them by making their own tapes on pcs and comparing them to Class XII tapes and MAN will you have

1. Auditors who WANT to audit.
2. Auditors who CAN audit.

TOPPING THE CAKE

Now to really top the cake, to really get frosting on it,

- A. Send an auditor to Flag for the Tech Establishment Course. He'll be back in a month able to give you the organization you need for fine quality.
- B. Send a red hot Class IV to Flag to be trained fully as a Flag Interne. He'll come back with certainty auditing can be flubless.

A Class XII Flag Mission just returned from LA begged me to tell you "Please tell them to get an auditor to Flag for Class IX so they can really groove in to handle their pcs."

Yes, that would really put the frosting on the cake.

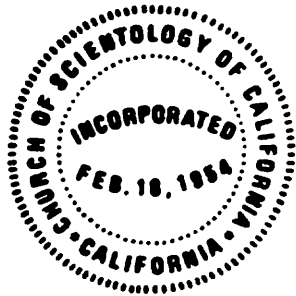
While your TEO and Class IX are getting trained DO THE ABOVE.

Get a Qual Sec. Get the Qual Sec to put this program in. FAST FAST FAST.

It's the easiest most pleasant program you ever got in.

There's your Flubless Tech and high stats!

L. RON HUBBARD
FOUNDER



LRH:mes:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 153RK INT

14 June 1977

Effective 1 July 1977 for
first report 7 July 1977.

To: COs Execs FOLOs
All Staff

From: RON

Subject: ORG CONDITION STAT CHANGE
(PAID COMPS)

Reference: See HCOB of 14 June 77 for full
computation details.

See HCO PL 14 June 77 for stat
change for SO orgs.

See HCO PL 14 June 77 for stat
change for Class IV orgs.

A rewrite and reissue of 153 has been planned for several months but no real reason seemed to exist to do so. Therefore on the 27th of May 77, I decided to do an Int Eval.

What I was looking for was something that happened in 76 that was still on the lines and could still be adversely affecting stats.

It would be senseless to rewrite 153 without knowing exactly what had gone wrong in that sector, if anything.

On 27 May 1977, we found that there had been a steep dive in Int Stats on the 29th of July 1976, which had not recovered to date.

Outpoint counts in the reports relating to this led directly to confusions introduced on the lines from May to July 1976.

HISTORY OF 153

Prior to 30 Aug 71, orgs and particularly Registrars were continuously demanding of me something new to sell. I discovered they were not offering the tech they already had. As you can read in LRH ED 145 INT, 4 July 1971, "Why Something New" (not for public distribution), orgs were told they were not likely to get anywhere with trying to deliver something new if they had not already done the usual such as TRs, Life Repairs, DRDs and other vital actions on the public.

On 25 Aug 1971 as given in LRH ED 151 INT of that date, the findings of LRH ED 145 "Why Something New" were shown to be confirmed. Orgs needed to use the Grade Chart instead of trying to deliver new things they weren't prepared to deliver.

The line also occurs in LRH ED 151 "It is organization that gives results at the Examiner" and they were told they needed proper lines and terminals in Div 4 and a Qual with a Qual Library and Cramming. They needed a full on-policy administrative Div 4 and Div 5 to succeed.

Dianetics and Scn have always gone as far as they worked. The keynote of an org's success is its results.

Of course there has to be a functional Div 2 and Div 6 but their work is badly impeded if results are not occurring.

The statistical solution to enforce results was the Paid Comps stat as released in the original LRH ED 153 and HCO PL 29 Aug 71.

The original computation laid out for students appears in HCOB 30 Aug 71 Issue II. The preclear computations were released as HCOB 30 August 1971. These stressed the exact points necessary for an org to get the Tech show on the road.

The original program was very successful. A review done by LRH Pers Comm earlier this year found that the original International stat results of Paid Comps had been black-PR'd falsely in recent years.

A careful trace of the effect of the original 153 on Int stats showed it had been very beneficial in the first years after release.

According to a review by CS-4/5 on 9 June 77, done at my request, it was found that after Paid Comps was established as a stat, Student Points and WDAH rose consistently.

However, in Spring 1974, a decline in Student Points and WDAH began while Paid Comps kept rising.

In the Summer of 1975, Student Points and WDAH were again lower with Paid Comps higher.

In 1976, the period I was evaluating, Paid Comps were still high but Student Points and WDAH were in the lower ranges.

What had happened was continuous changes in values in Paid Comps from 1974 onward. Bonus points to Paid Comps were added in May 74, May 75 and May 76. Orgs apparently were keeping up their Paid Comps with bonus points but not with actual delivery.

This of course violated the whole original finding and intent of 153, which was to get the orgs to deliver basic major services.

On May 12th 1976, the situation was complicated by an involved multiple telex 120595MR to all FOLOs which gave the ED a dual stat of Paid Comps and Public Reg Paid Starts.

On 14 July in telex 140756MR, an effort to handle this scene and get re-signs straightened out only succeeded in balling it up further, while pretending to be an LRH order which it isn't.

Such actions alter-ised the original intent of LRH ED 153 INT which was to get orgs to deliver what they could deliver.

The original 153 was then messed up by adding extensive FOLO organization to it.

Later, Paid Comps was made so changed and confused it was difficult to keep up with and some new changes in July 1976 apparently ARC-broke the EDs.

Quick research just done and backed up by the present Staff Captain demonstrates that many changes were done without regular issue.

Points for Div 6 shifted COs' and EDs' attention from Tech to Div 6 and Div 2 and gave them PRPS as well as Pd Comps, and EDs apparently became reluctant to have more than one stat as Pd Comps was their stable datum and demanded all Divs produce.

The changes caused Dist Secs to share the stat with the ED and go invisible, leaving the ED holding Div 6 from above.

Cancellation of bonuses for minor services re-signs added to the confusion and caused EDs to push for immediate sign-ups on major services and denied service to the public that wanted the minor services.

In short, Pd Comps changes in mid-76 introduced so many confusions and abuses that the stat ceased to be greatly valued. Bonus points have, however, been popular and should be retained in a simplified form.

The 1971 original issue by myself has been greatly departed from, and the more it was tampered with, the more difficult it became to compute and the less benefit it had to orgs.

All these changes were done by well-intentioned executives who were simply trying to guide orgs into patterns their own particular responsibilities required and overlooked the basic reasons for the stat.

Now if you feel confused by reading all the above then my Why is correct:

THE INTRODUCTION OF COMPLICATIONS WITH CONFUSIONS AND CANCELLATIONS SINCE MAY 1974 HAS IMPEDED THE PURPOSE OF ORGS AS DELIVERY ACTIVITIES IN VIOLATION OF MY ORIGINAL INTENT.

To straighten this out one has to bring about a Paid Comps calculation that is simplicity itself to compute without AGAIN introducing an unwanted change in Paid Comps.

This therefore becomes the substance of this LRH ED.

NEW COMPUTATION

What is needed is a fast way to compute Pd Comps.

It should award actual delivery of minor and major services.

It should penalize refunds requested.

It should give a bonus for re-signs after existing service and so award the quality of delivery.

It should be proportional in value to the org work involved in giving the service.

It should reflect the production of all divisions.

It should get the full attention of the FOLO.

It should be the stat of Div 7.

It should be the sole statistic of the CO or ED.

Therefore the following becomes the easier computation for Paid Completions:

FULLY PAID COMPLETION ACCOMPANIED BY AN ACCEPTABLE SUCCESS STORY WITH ADDITIONAL POINTS FOR THE LAST SERVICE AS A BONUS FOR A FULLY PAID SIGN UP FOR THE NEXT OR ADDITIONAL SERVICE, ALL AS VERIFIED BY HCO.

DEFINITION: FULLY PAID = The price of the service, Scholarship for major services training count as fully paid.

Paid Comps points are broken down simply into:

- (1) MAJOR TRAINING SERVICE.
- (2) MAJOR PROCESSING SERVICE.
- (3) MINOR (Div 6) SERVICE.

Every service in (1) has the same value. These consist of the full course for that subject or class: It covers Internships, Student Hats, PRD and other major courses, each as a separate course for point purposes.

Every major processing service in (2) consists simply of 12½ hour intensives and every intensive has the same value regardless of what is audited in it.

Every minor service in (3) has the same value as every other (3) service. These consist of public courses such as HAS, HQS or any service offered by Dept 17.

The value of a (1) fully paid completed service is 20.

The value of a (2) fully paid completed service is 5.

The value of a (3) fully paid completed service is 2.

If blocks of courses are sold in advance all but the last one is also a bonus or double value as each is completed.

If blocks of 12½ hour intensives are sold in advance all but the last one is double (bonus) value as each is completed.

If public buys more than one basic course all but the last one is double value as each is completed.

(1), (2) and (3) are interchangeable where bonus points are concerned. Anyone having completed (1), (2) or (3) who then signs up for any of (1), (2) or (3) gets bonus points for the service just completed.

Example: A person has bought an HAS Course after a free public lecture. The free lecture (as it is not a paid action) gets no points. On successful completion of HAS (no blows) the Pd Comps stat is 2. There is no bonus for signing up for the HAS as the lecture was free. The person now re-signs up for 12½ hour intensives. The bonus is another 2 points for the HAS Course, making Pd Comps 4. On completion of the first 12½

hour intensive, the Pd Comps is credited as 5. The person has already signed up for the second so Pd Comps bonus is 5. On successful completion of the 2nd intensive, the Pd Comps is credited another 5. As it was already signed up, the bonus for the earlier intensive is 5. As the person has already signed up for the 3rd intensive, on its completion Pd Comps is credited with 5. The bonus for the second intensive is another 5. The person completes the 3rd intensive. As he does not sign up for further service there is no bonus for the third intensive. However, six months later, the person signs up for a paid Div 6 service, a paid tape play course. Pd Comps is credited with 2. Because this is a re-sign, the 3rd intensive now gets a bonus of 5. The person at the paid tape play, signs up for an HSDC. The tape play bonus is 2. On completion of the Student Hat (paid for in the HSDC price) the Paid Comps is credited with 20. As the person now goes on and completes the Student Hat, on its completion there is a bonus of 20 for the Student Hat as the person is going on with the HSDC. On completion of the HSDC the Pd Comps gets 20. The person buys 6 12½ hour intensives. The HSDC bonus now becomes 20. Each intensive except the last one (as there is no re-sign) gets the 5 for the 12½ and the bonus of 5 for the last one. Having completed the 6 12½ hour intensives, the person signed up for ASHO Power. The org gets 5 bonus points because it is a re-sign after the last 12½ intensive. The person is gone from the area for awhile. He appears on org lines again at a paid Congress. Div 6 gets 2 points for his attendance. The ASHO sign up has already made a bonus. So there is no bonus to be counted. The ASHO delivery points cannot be counted by the original org as it did not deliver that service. However, the person decides to take Class I-IV training and signs up first. Now the Congress gets a bonus of 2 points. Thus the trail continues.

From this example it will be seen that the usual copies of invoices MUST continue to be filed in that person's CF folder. Otherwise HCO cannot verify and there can be no bonuses.

Means an org has to have a fully organized and filed up CF, right?

Where Pd Comps gets falsified of course the usual penalties and omissions occur. Right?

As you can see, this is very easy to compute.

Every completion gets the points as in (1), (2) and (3) for what was completed. And if the service was good and registration alert and the person signs up for another service, then the org gets double the points for whatever was completed.

To compute, one only has to add up the Major and Minor completion invoices.

HCO Inspection & Reports must verify that the person did complete and did pay in order to credit the completion. And HCO I & R must verify that the person is a re-sign in order to credit the bonus.

The reason for this is to ensure:

- A. Quality of delivery.
- B. Re-sign up.
- C. An organized org that has an HCO, a CF, a Div 6, Reges, Auditors, Supervisors and everything including a happy field.

PENALTIES

The new Paid Comps directly penalizes blows, bad service, courses where "What Is A Course" PL is out and general lack of organization.

The original penalty of HGC F/N % is retained. There is a one point loss for every percent below 90% F/N VGIs at Examiner for each day. There is a one point gain for every % above 90%. These are the original gain loss penalties for F/N ratio.

There are no points for student co-audit completions or for free public completions as these are not paid.

There are no points for auditing or training staff as these services are not paid.

In accordance with HCO PL 4 Nov 76 if there isn't any full time, competent Recruiter, HAS, Qual Sec and Staff Section Officer on post or if the courses and materials necessary to hat and interne his staff, with facilities to do so are not available, the CO or ED is penalized all Paid Comps for the day each day any such post is empty. This serves to alert FOLOs and Flag they have what is probably an out-ethics org. (Even a little org has to have a single-hatted HAS or it never builds up and HCO production is not always realized to be a key way of increasing Paid Comps by building an org.)

SUMMARY

All this is easy to compute. It removes the complications from the line.

If an org finds people through Div 6, performs well in every division, if HCO keeps the place manned up and Qual trains the staff, if the Executive Council does its job and the staff does theirs, the CO or ED will have a great Paid Comps stat. If not, he won't.

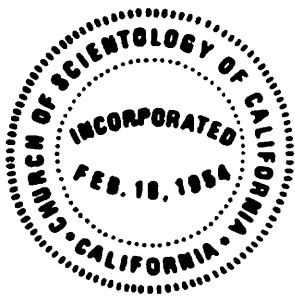
So here's hoping this is all unconfused now and simple and easy to compute and that arbitraries are off the line.

Hoping for some good results -

Love,

RON

L. RON HUBBARD
FOUNDER



LRH:cb:dr:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 153 Series CANCELLED

26 December 1976

To: All FOLOs
COs, EDs
FRs, LRH Comms
GO, AGs
AGFs, FBOs

CANCELLATION

LRH ED 153RJ and all earlier 153 Series EDs are cancelled.

They were used in such a way that acted as a stat push, which has not resulted in orgs getting manned up, trained, formed up and really expanding.

You have instructions from the FB on current actions, based on my orders.

L. RON HUBBARD
FOUNDER

As assisted by

Management Aide FB



LRH:PG:lf:iw

EXECUTIVE DIRECTIVE

LRH ED 153 INT

30 August 1971

To: C/Os CLOs
Commanding Officers
of Orgs
Executive Directors

Subject: ORG CONDITION STAT CHANGE

Reference: HCO P/L 29 Aug 1971

Your attention is urgently drawn to this Policy Letter which makes a change in the org condition assignments and Commanding Officer Executive Directors commendations and removals.

The org Conditions stat is now

PAID COMPLETIONS ACCOMPANIED BY AN ACCEPTABLE
SUCCESS STORY.

To Implement this Policy Letter two separate sets of targets follow; one for CLOs, one for orgs.

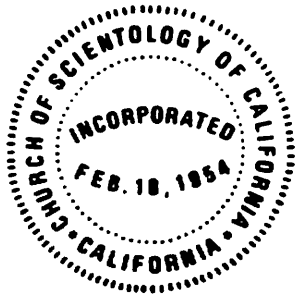
LRH Comm CLO to Activate these CLO Targets:

1. Continental Liaison Office Management Bureau is to be formed up on the pattern of the previous GI expeditor units of ECs. C/O or HAS CLO. _____
2. The unit is at once to begin contacting orgs daily to get their Paid Completions Statistic accompanied by Success Story. IT IS FORBIDDEN TO CONTACT AN ORG DAILY FOR GI OR ANY OTHER STAT. The contact is done by or in the name of the Senior Executive Director in the Management Bureau of the CLO. _____
3. Using the Data Bureau of the CLO WHYS for a down condition are to be found and used. _____
4. Using the Action Bureau trained Missionaires are to be sent out on exact MOs to remedy the situations found. It is forbidden to send an untrained Missionaire without orders. _____
5. The C/O of the CLO and Condition of the CLO has two stats - one for Scn orgs, one for SO orgs. _____
6. When this machinery is fully known set up and in use the LRH Comm Aide CLO reports compliance. _____

LRH Comms (or HAS or ED) of an ORG reports Compliance with these Targets.

1. Set up lines to receive daily and furnish the PAID COMPLETIONS WITH SUCCESS to the CLO daily. _____

2. Hold an Ad Council Meeting and inform them of this stat change and read them HCO P/L 29 Aug 71. Explain that to raise this stat:
 - (a) Requires rapid set up of Tech and Qual Divisions.
 - (b) Demands new people coming in.
 - (c) Demands from Registrar and Letter Reg a real knowledge of what their own tech and qual deliver, not a theoretical idea of what they some day might. That tech works. That it is real. And CAN be delivered. Review them on LRH ED 145 INT.
 - (d) Informs any tours personnel to sell hard but only sell what the org can deliver.
 - (e) Requires Flubless delivery.
 - (f) Read them LRH ED 151 INT.
 - (g) Requires of each Division a project for their div to raise this stat fast.
3. Get in LRH ED 152 INT of 26 Aug 71 Fast TRs.
4. Get in a Staff Staff Auditing action so this Pgm will not deny auditing to staff members.
5. Signify compliance with the above to LRH Comm Aide CLO.



L. RON HUBBARD
Founder

LRH:gal:iw

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 152 INT

26 August 1971

To: EXEC DIRECTOR
DISSEM SEC
DISSEM PERSONNEL
LRH Comm check this out
on Execs and all Dissem

Subject: ON POLICY REGISTRATION

I have just learned with absolute horror that the Registration Lines in Orgs have been squirreled by an off-policy tours mission and that "Hot Prospect" has been misdefined to mean "somebody with Loot" and, which is the real shock, that letter reg and CF functions have been abandoned in some orgs and the Ltr Reg cut off from the Registrar.

Now I've seen it all.

If your org stats are down you have been off or been put off Div II Policy.

If your stats are down, they are down for one of five reasons:

1. Improperly organized delivery (C/S Series 25, C/S Series 56 and LRH ED 151 Int).
2. Out Tech off policy training (see recent Wd Clearing Series, What is a Course P/L).
3. A screwball Div II and off policy registration.
4. An unstable HCO (see new HAS P/Ls as listed in LRH ED 147 Int of 11 August 71).
5. Your org is off policy.

Programs, HCOBs, P/Ls are in your hands to remedy these.

DIV II

The sudden upsurge of stats gotten by tours was not backed up by a complete filed into Central Files and Letter Regs writing on policy letters to develop ordinary prospects into real hot prospects.

A "Hot Prospect" is somebody who wants training and processing. That's all. He is DEVELOPED by competent Letter Registration and Advance Registration.

We have now found Registrars with as few as 25 people on their lists.

All this and anything NOT on policy is off policy.

Needless to say the people in question have been taken off these lines.

Your sudden high stats collapsed because the field was bled of "hot prospects" without developing any more (and because auditing not training began to be sold).

There may very well be more to all this than is yet known.

But I can give you a fast fast program to save your stats and put them into an honest solid climb.

1. Improve your delivery. (See LRH ED 151 Int.)
2. Get VOLUME 2 (Div II) of the OEC series on order in quantity.
3. Get your whole staff to individually Order Vol 0 OEC Series Basic Staff Hat from Pubs.
4. Grab any Div II hat packs you have that consist of only policy and cram cram cram your Div II personnel.
5. Get Div II personnel working.
6. Hat your HAS (LRH ED 147 Int).
7. Get Div II recruited and trained.
8. Get your CF filed into fully and its folders useful.
9. Get letter regs operating.
10. Finish up your existing students by using Word Clearing (see HCOB Series just released).
11. Get your Qual organized so it crams and word clears.
12. Get an Auditor Internship going in Qual with the existing checksheets just released.
13. Get an LRH Comm on Post. Put him as head of the Advisory Council.
14. Start operating on written programs and projects only.
15. Get your whole staff starrated on the Vol 0 OEC Basic Staff Hat.
16. Get Division II checked out fully on Vol II OEC.
17. Get your org on Policy with the LRH Comm as head of the Ad Council demanding only on Policy actions.

IMPORTANT

- A. To preserve income keep any tours actions going that you have.
 - B. To preserve honesty deliver the very best high volume high quality service you can.
 - C. Sell Mainly Training and train well.
 - D. Stabilize your Org and hat them and quit musical chairs.
- Realize that you will never come off cope unless you get on policy.
- Realize your org must retain its reputation.

Realize that you are selling valuable services that are wanted if they are delivered and delivered in high quality.

The whole world wants your service.

They do not want bad service.

You can give service. Good service. Flubless. It's all in the HCOBs and P/Ls.

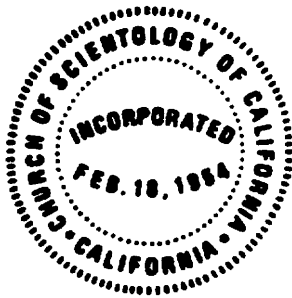
There is a way to do this right.

So do it.

Love,

RON

L. RON HUBBARD
FOUNDER



LRH:iw

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 152 INT

26 August 1971

URGENT

To: All TR Course Supers
ALL COURSE SUPERS
Exec Director
Dissem Sec
LRH COMM FOR ACTIVATION

Subject: FAST TRs
THE HIGH STAT PGM

Reference: LRH ED 143 INT 21 May 71
"The World Begins With TR 0"
HCO B WD CLEARING SERIES
NO. 1 to NO. 14
HCO B 15 Aug 71 TR
COURSE BUGS HANDLED
HCO B 16 Aug 71 BREAKTHROUGH
TR COURSE
SO/WW ED 46R INT 20 July 71

IT IS VITAL that you are aware of and can use the HCO Bs on Word Clearing and TR Course Breakthrough.

ALL COURSE SUPERS AND AT LEAST TWO CLASS IV AUDITORS MUST BE FULLY CHECKED OUT ON ALL THESE HCO Bs.

The LRH Comm or anyone double-hatted as an LRH Comm or in the absence of an LRH Comm, the Exec Director of the org must personally see to this.

(Note: There is a Mini Wd Clearer Checksheet SO/WW ED 46R INT 20 July 71 which is SO/WW ED 46 Int of 20 July 71 with HCO B 15 Aug 71 and HCO B 16 Aug 71 added.)

1. ASSEMBLE PACKS. All these materials have been sent directly to your org. They are available right where you are now.
2. CRASH TRAIN ALL SUPERS AND TWO CLASS IV AUDITORS ON THEM.
3. Be certain that the Class IV Auditors understand and can do HCO B 15 Aug 71 TR COURSE BUGS HANDLING as to meter check and rehab.
4. Be certain the Class IV Auditors can do Method 1 using HCO B 30 June 71 REVISED Word Clearing Series 8R, and its correction list HCO B 21 July 71 REVISED.
5. Get all Course Supers fully checked out on all the Word Clearing Series No. 1 to No. 14 and HCO B 15 Aug 71 TR COURSE BUGS HANDLED and HCO B 16 August 71 BREAKTHROUGH TR COURSE.
6. Get all overdue for completion TR Course Students rehabbed promptly as per HCO B 15 Aug 71 and 16 Aug 71.
7. Designate someone (should be the ARC Brk Reg but any assigned person will do). Have him dig up the names and addresses of all blown TR students and begin to call them in.

8. Man up Dept 13 with the two Class IVs (this is your Mini Qual going in, see HCO P/L 14 Aug 71 Issue II for its Org Bd) and get them swinging on the called in blown TR students to rehab them.
9. Get all Supers using Method 3 and Method 2 on all existing students and speed them up.
10. Get your Registrar selling WORD CLEARING METHOD 1. It takes 8 or 9 hours. It is worth at least \$500. There is no Treasury set price. Get what you can. Don't undervalue it.
11. Have your Dissem whip out Promo for an UNDERSTANDING INTENSIVE (the public name for this). This Intensive cannot be oversold. It produces the most fabulous success stories when done right. High School and College students can actually pass exams they have flunked. People recover whole educations. I.Q. goes UP. Knowledge increases. They feel clearer, brighter, lighter. They speed up.
12. Get a Cramming Officer into Dept 14 Qual and every time a session doesn't F/N send the auditor to re-study rapidly. (See LRH ED 151 INT.) This is a second part of your Mini Qual. (See HCO P/L 14 Aug 71 Issue II, Qual Org Bd for the org bd of this Mini Qual. Note that the Dissem Div Registrar signs up public for Qual Services for cash not credit in a Mini Qual.)
13. Get your student points soaring with wd clearing.
14. Have the ARC Brk Reg (or designated person) call in all blown course students for a Method 2 wd clearing in Dept 13 free and get them back onto course. Then sell them a Method 1 if they bog again.
15. Program - you write it - a full action to get training sold re-sparked and whizzing in your org.
16. Put HDC and Acad Course grads on as Internes on the Interne Pgm so you'll have auditors.
17. Use Cramming to make them flubless.
18. Send a Tech Establishment Officer candidate to Flag so you can expand your delivery. (3 weeks, he gets no auditing, positive fast return.)

WHEN YOU HAVE DONE THIS PROGRAM SEND WORD OF COMPLIANCE TO A/LRH COMM AIDE AT YOUR CLO.

If you do this your stats will soar.

(Note HCO P/L 27 Aug 71 makes Academy Certificates Class I to IV valid at an SH so a student only needs to take Class V there. Class IV Orgs thus can make more auditors locally.)

Get this Word Clear Program going despite all noise and can'ts. Don't dismantle your org to do it. The street out there is full of walking bodies.



LRH:nt:bk

Love,
Ron

L. RON HUBBARD
FOUNDER

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 151 INT

25 August 1971

To: All Execs URGENT
All Staff
All Auditors
(Not for Public Distribution)

Subject: WHY SOMETHING NEW
E X P L A I N E D

References: LRH ED 145 INT
HCO B 25 Aug 71 C/S Series 56
How to Get Results
in an HGC

On 4 July 71 in LRH ED 145 INT I asked the Question WHY SOMETHING NEW?

In actual org surveys the answer was really found.

Orgs have a wrong target.

They think they need more tech to solve cases and so try to increase their tech.

Actually they MUST increase the Div IV and Div V organization.

The answer is C/S Series 25 on the formation of HGC lines.

Instead of improving their Div IV and V organization orgs try to get new tech.

Got it?

It is organization that gives results at the Examiner. It is having the proper lines and terminals in IV, having a Qual with a library and cramming.

It is NOT a new process needed. It is A FULL ON POLICY ADMINISTRATIVE DIV IV and DIV V.

Other instances of this exist but here is a success story that proves it.

On 24 July 71, Asst Gdn Toronto returned from Flag.

He found a situation - the org was not doing well for the amount of trained personnel in it.

He found these major outpoints (1) Out Tech on pc's from folder inspection, also evidenced by too many refunds, local attacks, low pay, roller coaster morale. (2) HCO Not fully in with a long way to go as evidenced by counter-policy continually cropping up, no expeditor pool, unhatted personnel, etc.

As he had in addition to FEBC gotten his Okay to Audit Dianetics and Class VI on Flag, he put the Okay to Audit in the HGC system in (Internship system). Per C/S Series 25 he was also Senior C/S.

He began sending Auditors to Cramming for out tech, bringing their morale up by blowing their uncertainties.

The F/N at the Examiner ratio gradually increased from 65-70% to 80%.

(He also helped HCO by referring the HAS to policy to get him un-interiorized and performing vital functions. As the org had never seen a real HCO this is taking some time but is improving.)

Now two weeks after that comes a report from the Tech Sec Toronto.

"Dear Sir:

I really wanted to send you a daily report on what we are doing here in Toronto.

A/G Canada came back, and our standards for tech rose 500%. We have put real flubless auditing IN IN IN sir, and I bet you we are one of the first outside of Flag on the Planet.

So the last week it's been cram cram cram cram audit audit cram word clear literally for both auditors and C/S. Wow, it's such a lot of fun, and already our new pc's on lines are trebling so we hardly have enough room for them.

I wish wish wish that this whole planet could really know that the real basic of a successful expanding org IS totally FLUBLESS tech. While on Flag I really thought deep down that no org could achieve the standard of Flag for flublessness. I was so wrong. It is so incredibly easy. You simply do it flublessly, and cram every goof however minute on HCOBs tapes, books. So our 350 hours last week were I believe the most honest hours ever seen in a field HGC.

I expect you too wondered when the hell we would ever get around to Flubless tech perfectly by the book. Well we are leading. It is SO FANTASTIC to run an HGC like this. Let me tell you that just last week quite a few of our pc's were Dial wide FN's or Floating TA's....standard Tech by the book can be applied by anyone anywhere, not just at Flag. Let this be known. It IS all in the HCOB's and books and tapes. It is easy to have flubless tech and a really high standard.

And it feels just great!

Love,
Caroline Trollope
Tech Sec, Toronto"

So there's the Answer to WHY SOMETHING NEW? It is confirmed in other orgs.

It was the correct administration that was needed, not a new process.

In Dianetics and Expanded Lower Grades, Power, Solo and OT Levels you have a whole route. It's on the grade chart.

But if you sell it, then really deliver it! Get Auditors, get C/Ses, get the admin set up straight.

You may have a long way to go. But you can begin.

I have written C/S Series 56 (HCOB 25 Aug 71).

We have a new Tech Establishment Officer Course on Flag that takes only 3 weeks.

We have a new "Mini Qual" set up we are exporting to CLOs and thence to orgs.

The new Word Clearing Series HCOBs, Mini Course Super Hat, the CLO Course Super Course, and "What is a Course?" P/L are all there for you to make students into auditors.

The whole Interne layout and checksheets exist to make auditors into HGC auditors.

Flag and CLOs are doing their level best to help your delivery.

You have enough right in your hands to begin.

You can recruit auditors and C/Ses. You can send a Tech Estab Officer candidate to Flag.

You can in fact get in C/S Series 25 at once and build up in an orderly program as you go.

To begin you need a C/S, auditors and a Qual Cramming Officer and C/S Series 25. You can build from there.

Train more C/Ses and auditors. Get in more admin personnel. Send a TEO candidate to Flag.

Hey, don't you want good processing on yourself and the staff?

Flubless auditing is what you want. That means organization!

You CAN achieve it.

Begin now.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 149 INT

22 August 1971

TO: C/Os, Exec Dirs

SUBJECT: EDs REGISTRARING AND TOURS

There has been no legal order that Executive Directors must act as Registrar's Hot Prospect Registrars.

Also there has been no legal order that EDs must go on tours.

An Executive Director should be able to train Registrars easily enough. And Tours Courses have been available for some time in Continental Liaison Offices.

DUTY

The specific duty of an ED is to run an org that is established and delivers.

ESTABLISHMENT

The concentration on production alone or the concentration on organization alone are both destructive to an org.

There is a happy middle ground.

DELIVERY

An org MUST deliver what it sells.

It cannot do this if it only sells.

Also it cannot deliver and not sell at all.

Once more there is a happy middle ground.

An org only STAYS viable if it sells and delivers.

BALANCE

The ED or the Ad Council are there to see that the org both sells and delivers.

VOLUME

Delivery must be in the volume that is sold. You can't deliver more than you sell and you will have trouble if you sell far more than you can ever deliver.

QUALITY

The Quality of delivery is your best advertisement.

The first part of quality is delivering at all.

If you don't deliver at all you get very bad word of mouth.

If you deliver on policy, in-tech courses and make auditors who can audit and will audit you will build an org and field that people will flood into. Don't downgrade the Power of tech. Tech done correctly produces fantastic results.

VIABILITY

So if you sell courses (and auditing) in volume and make auditors (and pleased pcs) of high quality, you will be VIABLE.

VIABLE means
CAPABLE OF
LIVING.

We are not here for a short run. We have lived through 21 years of yesterdays and we will live through 21 centuries of tomorrows.

The ONLY threat to an org's existence is to fail to sell in volume what it can deliver and deliver it in high volume with high quality.

PLEASED PUBLIC

The volume of pleased individuals in the public that have received high quality service in your org determines the FUTURE expansion and ease of operation of your org.

ON-POLICY IN-TECH Courses and auditing delivered in volume makes a big pleased public.

That we do please our public is the only real safeguard we have had against all attacks. So don't ever drop that life saving shield.

EASY TO DO

It is EASY to get ON POLICY and IN-TECH. It is only hard when you don't.

BEGINNINGS

It is true that in the beginning I registrared and I went on tours.

BUT I also taught courses and audited and delivered.

So if an ED were going to registrar and go on tours, it would only be reasonable to expect he would ALSO teach courses and audit pcs.

But please note I did not do this very long.

I got someone to registrar and grooved them in. Then I got people to teach courses and grooved them in. And as soon as I had auditors trained I let them audit.

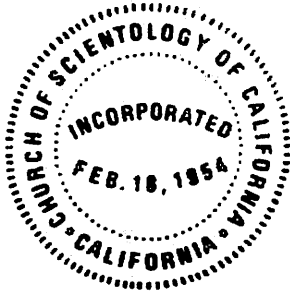
We did not move up into an International movement until I established permanent orgs that sold, trained and processed and let other people help!

So if you must registrar and tour, remember you must also, at the same time be prepared to teach courses and audit.

I think it's much easier for you to train or procure registrars and tours specialists to go out for you and establish Course Supers and auditors and C/Ses, in your own org, don't you?

That's what an ED is for.

L. RON HUBBARD
FOUNDER



LRH:nt:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 148 INT

12 August 1971

To: All Staff

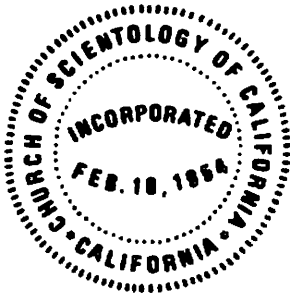
From: RON

26071R RLY PUBS DK VIA CO TO KEN DELDERFIELD. I AM PERSONALLY PUSHING OEC BOOKS EVERY CHANCE I GET. VOLUME ZERO SHOULD BE OWNED BY EVERY STAFF MEMBER IN EVERY ORG. IF PACKAGED SO A SHIPPED ZERO INVITED PURCHASE OF THE REST YOU'D SELL LOTS. THIS WHOLE SET IS VERY OPPORTUNE TO SUSTAIN THE BOOM. YOUR LONG TERM GOAL IS SPLENDIDLY BEING ACHIEVED. HIGHLY COMMENDED. RUSH THE REMAINING VOLUMES INTO PRINT. ADVERTISE GLOSSILY AND HEAVILY. THEIR VALUE IS PRICELESS. WE'LL GET GOING NEXT ON ALL HCOBS IN RED BOUND SIMILAR IN CHRONOLOGICAL ORDER WITH DICTIONARY. THEN TAPE TRANSCRIPTIONS SIMILARLY. SO MAKE ALL YOU CAN ON THESE OECS AND BEGIN PLAN NEXT ACTION. I AM VERY PROUD OF YOU AND ALL WHO HELPED. LOVE = RON.

26071R2 COMMODORE DEAR SIR, I AM DELIGHTED WITH PGM, ESPECIALLY GETTING OEC BOOKS INTO HANDS OF EVERY STAFF MEMBER. DESIGNING EASY ORDER PACKAGE TO GO WITH EVERY ZERO SOLD STAFF. WHOLE SET EVERY STAFF MEMBER ALL ORGS INCLUDING SEA ORG IS GOAL. SPEEDING COMPLETION. HAVE HAD HCOB ACTION UNDER WAY FOR SOME TIME AND HAVE 840 HCOBS (2/3 OF TOTAL) CAMERA READY FOR PRINTER. PLANNING PRODUCTION NOW TO FILL IN MISSING DATES. CHRONOLOGICAL ORDER VASTLY SIMPLIFIES. HAVE CAPTURED ALL DICTIONARY MATERIALS AT PUBS STUDYING YOUR PAST ORDERS THIS VITAL ACTION. THEN TAPES. ALSO HAVE EXCELLENT CROSS REFERENCED INDEX AND GLOSSARY TO WHOLE OEC SERIES IN ACTION. THANK YOU SIR FOR COMMENDATION OF PJO TEAM. GREATLY APPRECIATE YOUR BACKING AND AM HONORED TO DO IT FOR YOU. LOVE DELD.

26071R3 LRH DEAR SIR DK ORG IS FIRST ORG TO REPORT COMPLIANCE. ALL STAFF HAVE VOLUME ZERO ALL EXECS FULL SET ON ORDER. THEIR GI ON STEEP UPTREND HIGHEST EVER AT DOLLARS 4600 = 4 TIMES PREVIOUS RANGE ED PETER JØRK SAYS "IT IS A RESULT OF PUTTING IN STABLE OEC DATA." LOVE DELD.

26071R4 DELD VERY VERY WELL DONE. COMMENDABLE TO DK. RUSH PROMOTE THIS WIN TO ORGS FAST. YOUR WORK OF YEARS TO MAKE POLICY KNOWN SURE IS PAYING OFF. LOVE = RON.



L. RON HUBBARD
FOUNDER

LRH:sb:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 147 INT

11 August 1971

URGENT IMPORTANT

To: All HCO Area Secs
Org Officers

From: RON

Subject: HAS AND HCO COPE OFFICER MINI CHECKSHEET

Reference: LRH ED 146 INT

The vital role in firmly establishing orgs played by the HAS has become visible through the havoc played in some areas by musical chairs.

The reason behind falling GDSes is usually the inability of the HAS to establish the org.

Frantic demands made on the HAS by Execs causes her to destabilize and not establish. The answer to this is the immediate appointment of an HAS Cope Officer to handle the noise while the HAS firmly establishes the org, retains and reenforces what is there, recruits, trains posts and hats staff.

This Mini Checksheet is vital to an understanding of the HAS and HAS Cope Officer post and should be locally assembled as a pack and checked out on.

The first product of an Org Officer is an HAS. So the Org Officer must do a thorough checkout, with demos, of his HAS on this checksheet and pack.

Volume Zero (Basic Staff Hat) and Volume 1 (HCO) of the OEC Volumes should be ordered from Pubs quickly by HASs and HCO members and form the full checksheet to which this mini checksheet must be added as it contains new P/Ls not yet in the book written to handle the situation now visible in many orgs.

THIS ACTION IS VITAL TO SAVE YOUR STATS AND EXPAND YOUR ORG.

MINI CHECKSHEET

HAS & HAS COPE OFFICER

Name _____ Org _____

Date _____

HCO P/L 28 Oct 70

Org Series No. 9
Organizing and Hats

HCO P/L 16 Feb 71
Issue II

Org Series No. 23
Lines and Terminals

HCO P/L 14 Sept 70 Issue II	How to Organize an Org	_____
HCO P/L 9 Mar 71 Issue II	Posting an Org Bd	_____
HCO P/L 12 Mar 71	Putting an HCO There	_____
HCO P/L 29 July 71	Org Series No. 28 Personnel Series No. 21 WHY HATTING?	_____
HCO P/L 7 July 71	Org Series No. 27 HCO Establishment Functions	_____
HCO P/L 21 July 71 Issue I	HAS STANDARD ACTIONS	_____
HCO P/L 21 July 71 Issue II	HAS Apprenticing Actions	_____
HCO P/L 7 Feb 71 Issue II	FEBC Org Bd Div I	_____
HCO P/L Mar 13, 1965	Divs 1, 2, 3 The Structure of Organization What is Policy?	_____
HCO P/L 28 July 71	Admin Know How No. 26	_____
HCO P/L 10 Aug 71	HCO Cope Officer	_____
HCO P/L 11 Aug 71 Issue I	Basic Staff Hat Pack	_____
HCO P/L 11 Aug 71 Issue II	Don't Unmock a Working Installation	_____
HCO P/L 11 Aug 71 Issue III	Infinite Expansion	_____
HCO B 23 June 71	Word Clearing Series No. 1	_____
HCO B 24 June 71	Word Clearing Series No. 2 Word Clearing	_____

The following HCO Bs are included. HCO B 23 June 71 and 24 June 71 are to be starrated on the HAS or Cope Officer.

The remaining HCO Bs are to be star-rated by the auditor on himself and then audited on the exec by a qualified auditor who then signs he has done so.

HCO B 30 June 71 REVISED	Word Clearing Series 8R Standard C/S for Wd Clearing Method 1	_____
	Audited to a win F/N VGIs at Examiner	
HCO B 21 July 71 REVISED	Word Clearing Correction List	_____
HCO B 4 Aug 71	PURPOSE CLEARING	_____
	Audited to a win F/N VGIs at Examiner	

I certify I have checked out star-rate the HAS or HCO Cope Officer with Demo Kit and Clay Demos

Signed, Checker

I attest I have completed to total mastery this Mini Hat Pack and have had run on me Word Clearing Method 1 and Purpose Clearing to total satisfaction and promise to do my job.

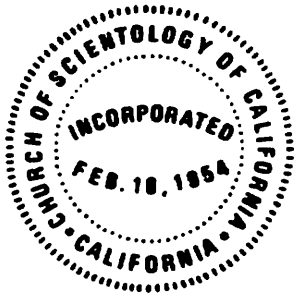
HAS or HCO Cope Officer

Attested as factual

Certs and Award

Org

RETURN THIS CHECKSHEET WHEN COMPLETED TO LRH COMM FLAG via your nearest Cont'l Liaison Office.



L. RON HUBBARD
FOUNDER

LRH:sb:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 146 INT

20 July 1971

To: All staffs
Executives
CLOs

URGENT

Subject: THE BEGINNING AND MAINTAINING OF A BOOM

GENERAL SITUATIONS

SITUATION: The GI boom has well begun. Tours and other actions have been extremely successful.

The bugs of "crush sell" and postulate checks have been ironed out.

Tours courses and selling tech are in progress.

This GI boom is excellent and MUST be continued.

Therefore other situations and actions related to it must be rapidly brought up to keep pace with it.

HANDLING: Continuing the successful actions of the GI boom. Taking those actions vital to continue the GI boom and expand it and making sure no other omissions permit the GI boom to break down.

Fortunately a concentration on selling training constitutes the biggest part of the income gained and TRAINING should continue to be concentrated on as the main sales item.

DELIVERY INCREASE

SITUATION 1: GI is being pulled in heavily. Delivery stats not increasing to match it. This forecasts a rough time if delivery of what is sold is not also speeded up and increased.

WHY: It does not take many staff members to get in a GI. It takes a whole org to deliver. One can work at the irreducible minimum of just getting in a GI without also putting an org there and delivering tech at high volume in high quality.

HANDLING: It is splendid to get in GI. At least that is something done. The orgs must be strengthened up to actually deliver fast courses and good auditing so that it EARNs what it is paid and also expands its field by successful word of mouth. A plan is being worked out to credit the org only with cash for what it has delivered. The FBO system should be strengthened and the allocation system phased over to increase payment on a gradient for delivered services and decrease GI collected %s. Example: between such and such dates allocation will be weighted more to favor successfully delivered services. Then from such and such a date to such and such, the successful delivery allocation will again increase and the bulk GI collected will be

held in reserve an even longer time to award successful delivery. This will arrive at a point where GI is allocated more heavily on successfully delivered services. To be worked out by CS-G, CS-3 and activated by FBO Continentals and FBOs in orgs. Heavy GI collection should be continued by CS-2 and EDs and C/Os and Dissem Divs.

ESTABLISHMENT

SITUATION: Musical chairs and unstable CLOs and orgs and even orgs dwindling in staff numbers are a subject broadly mentioned in debriefs. This impedes delivery and loses great amounts of work already done. For instance the SH area has lost all trace of last year's work in arranging staff auditing. Persons ordered to certain posts are found on other posts. Those on posts are seldom found knowing and wearing their hats. Ground is being lost.

WHY: HASs, C/Os and EDs are often found operating as "dis-establishment officers". They keep tearing up working installations. HASs are hit by a furious torrent of demands from EDs and Org Officers and give way and instead of recruiting and doing normal hatting and training actions are involved in catching up the backlog of unhandled actions. No HAS to date has been found doing the correct orderly cycle of recruit, keep a personnel "HCO Expeditor" pool doing SS I, SS II, and hatting and apprenticing posts. HASs are doing everything else but their own hat. Further, C/Os, EDs and Org Officers do not let or force an HAS to wear his actual hat and actually establish an org and hat the posts already there.

HANDLING: HASs must at once appoint an "HCO Cope Officer" to deal with the mad scramble of backlog, must forbid internal transfers and forbid a rip up of what is already established. The HAS must then recruit or hire, make a personnel pool of HCO Expeditors that do their SS I and SS II and get fully trained and hatted and apprenticed and so build an org as well as preserve the org that is there. I am writing further know-how for this post and will soon be individually training HASs, Org Officers, Product Officers, C/Os and EDs as such after their FEBC as special courses. Meanwhile CS-7, LRH COMMS and GUARDIAN STAFF are to force in the correct HAS actions on the HAS by appointing an HCO Cope Officer to handle randomness, and then force the HAS to actually do THAT post and NO other. This is very URGENT.

IF EVERY STAFF MEMBER WOULD INDIVIDUALLY ORDER VOLUME 0 THE OEC BASIC STAFF HAT FROM PUBS DK, a \$16.00 value available postage paid to individual org staff members for only \$8.00! AND BEGIN TO STUDY IT ORGS WOULD BEGIN TO STABILIZE. IT'S A LOVELY BIG BOOK AND ITS DATA IS MISSING IN ORGS.

SITUATION: Tech delivery must be enormously improved in orgs in training and processing and volume and quality.

WHY: Training tech has been out on courses and Interneships have been missing in HGCs. The word clearing data of the study tapes was not in full use, making slow courses and poor auditors. The full value of word clearing was not realized or used.

HANDLING: Full write ups of WORD CLEARING are now being done. Full drills are being worked out for immediate forwarding to orgs. Full Course Supervisor Drills are nearly compiled. TR AND SERVICES must get this tech checked out and in full use in

every org. An HCO B 19 Jul 71 C/S Series 52 "Internes" has been written and must be checked out on every C/O, ED, Product Officer, Org Officer and HAS and C/S and Ds of P by the org's LRH COMM. Students coming off courses must be Internes and their certs will only be provisional unless they do Interne. This is true for EVERY org.

NEW PEOPLE

SITUATION: Div VIs are undermanned and by report not bringing in enough new people. Also Div IIs are not working to assemble and handle their full CFs and so take advantage of the field.

WHY: Concentration on Hot Prospect files only by C/Os and EDs.

HANDLING: TR Courses and actions by Div VI to contact new people and get them in are ordered. Div VIs must be manned up. CS-6 is to get in full Div VI actions.

Dissem Secs are being pushed to get CFs being filed up and used and any "ARC Broken field" handled.

WHAT TO SELL

LRH ED 145 INT "Why Something New?" is the subject of several projects now going to Bureaus and Orgs. Sales People must be briefed on what orgs can deliver so they can sell it. The Grade Chart is the subject of what's sold and delivered. This program is currently in full blast.

COMMAND INTENTION

It should be clear from this what I am trying to do.

I am trying to stabilize orgs and get them expanded and delivering while they sell.

In this way the GI boom now well begun will continue.

It is quite urgent that this line of approach - Big GI, Stable Org - good delivery - new people - big GI - stable org - good delivery - new people continue over and over.

Those things which break this cycle down in any way must be gotten rid of.

If we keep that cycle up we will attain a Power level adequate to Clear the planet.



L. RON HUBBARD
FOUNDER

LRH:dz:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 145R INT

6 October 1971

TO: ALL STAFF
(Not for Public
Distribution)

SUBJECT: BONUS COMPLETION POINTS

REFERENCE: LRH ED 145 INT
Why Something New?
HCO P/L 28 Sept 71
SELLING AND DELIVERING AUDITING
HCO B 7 Oct 71
Intensives Added Points

I have found a more basic Why of difficulty of selling auditing. It is contained in full in HCO Policy Letter 28 September 1971, SELLING AND DELIVERING AUDITING.

This policy letter outlines the 25 hour and 12½ hour one week intensives. When Class IV orgs departed from this pattern, started to deliver small irregular amounts they became non-viable and selling auditing ceased to be profitable and the pcs of these orgs did not buy enough auditing.

There are two reasons for this:

1. Auditing delivered consecutively with minimum time periods between sessions gets the pc up faster than life can knock him down. 2½ hours a week barely keeps the ruds in.
2. A pc has to buy enough auditing to get someplace. The reason for refunds was traced to not enough auditing. This came in with Quickie Grades. Before that we almost never heard of refunds. In the 25/12½ hour intensive action, the Reg signed up hours but was not allowed to estimate a case. The Reg sent the case for a 5 minute Tech check and Tech sent the pc back to sign up "for 6 intensives" or no acceptance. In intensives the pc actually can go on up the grade chart.
3. The handling of the case is left up to the Case Supervisor and the Registrar and pc, by specifying what is bought, are not C/Sing.

By delivering auditing in big chunks the auditors are kept busy. Scheduling is very easy. The auditors are on a comfortable routine. The org has a chance to get viable.

PROCESSING

The org should sell processing.

Any order that training must be 5 to 1 over processing is not correct.

In the 50's they used to have about 1 student per 1 intensive.

SELLING

Selling auditing hours only is easy. It lets the C/S do the C/Sing. Whatever the person has to have, he gets in the session.

BEGINNING AN INTENSIVE

The pcs all begin on Monday regardless of when the auditing was sold.

PILOTING

As the 25 and 12½ hour intensive in one week was the pattern during all the years Class IV orgs were very prosperous, the matter has been fully piloted.

All Dissem Div and Tech Div Policy was built on the 25 and 12½ hour intensive. Even C/S Series 25 which gives the lines of an HGC works best on the 25 and 12½ hour intensive.

PLANS

Right now a price is being piloted in LA on the 12½ hour Intensive and the re-introduction of a 12½ hour intensive given in one week is being tested out.

By dividing the auditing day into 3 periods, 0930 to 1200, 1300 to 1530 and 1900 to 2130 and giving tests on Sunday night, omitting that 1900 to 2130 period one has a 12½ hour intensive mornings, Monday to Friday, Afternoons Monday to Friday, Evenings, Monday to Friday. One also has a weekend intensive by using all three periods on Saturday and morning and afternoon on Sunday.

The auditing is sold in "numbers of intensives". These are given in chunks exactly scheduled by Tech Services Monday to Friday.

Today we would call the 12½ hour intensive given in one week "An Intensive".

It would be easy to sell.

The probable US price would be \$500 with membership, student and professional auditor discounts. (Member would be 10%, International and local Member 20%, pro auditor or pro student 50%.)

PERSONNEL

London Day used to have 6 full time auditors plus D of P and Registrar.

Washington used to have about 15 full time auditors, D of P, Asst D of P (Tech Services).

They all kept very busy.

SMALL LOTS

It was VERY illegal to sell bits or schedule in bits.
So long as only big blocks were sold the orgs were very solvent

Pcs fit easily into such a schedule.

This is not an order to activate this.

IT IS PERMISSION TO DO SO AS IT GIVES YOU BONUS COMPLETION
POINTS (see HCO B 7 Oct 71).

You need auditors FAST.

You need to get your CF in shape FAST.

It does not change your lines in any way.

HCO B 6 Oct 71 to give you the change in Auditing Completion
points is being issued. LRH ED 153 INT would still hold.

I think the above is the real Why for demanding something
new. Selling a result by name requires too educated a public.
Psychiatry and psychology never produced even one good result
in a century. Result is above the public on a selling level.

But by selling blocks of intensives you can give them
results that show. And result after result!

Leaves you selling auditing in big blocks and delivering
results!

It takes time to get a result.

Even word clearing can be delivered by Intensive but just
as part of what the C/S orders.

A C/S can't C/S with the Reg ordering it.

And the public will buy Intensives. We know that.

L. RON HUBBARD
FOUNDER

LRH:fw



L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 145 INT

4 July 1971

To: All staff
(Not for Public
Distribution)

Subject: WHY SOMETHING NEW?

I have just seen where several orgs were working like mad to make themselves eligible for L10.

And I have word that several orgs are already selling it to the public.

Why?

What is this obsession with something new?

It is not an idle question. It is a vital one.

YOU DON'T HAVE ONE SINGLE PERSON IN YOUR CFs ELIGIBLE FOR OR READY TO RUN ON L10!

To be able to run on L10 a pc would have to have the following:

- TRs the Hard Way
- Life Repair
- GF + 40 Method 5 & Handled
- Hidden Standard Handled
- All Drugs handled R3R
- Prior Drug Assessment R3R
- Interiorization Rundown
- Dianetics Quaded
- Quad Dn Completion
- Quaded Lower Grades

Further, in amongst all that would have to be full list repairs, full handling of every flubbed Dianetic chain.

I don't think you have a single pc in your whole CF who can qualify.

You can't include all the above in an L10 price. It would be org suicide.

Pricing by result that's several thousand dollars. Even by the hour (which is too cheap) it is a lot of auditing and a packet of income.

I don't think any org has the auditors to assembly line deliver even the minimum preparation steps as above.

So here are oddities. If you cannot and are not delivering the basic steps required for L10, then how can you deliver L10?

It takes from 50 to 200 hours of auditing to actually deliver L10.

THE QUESTION

Let me tell you why I am asking this question, why something new?

In four cases randomly chosen not doing well, I checked and found that none of them had had a drug rundown. Two had Prior Assessment, which is silly. It takes a Drug RD on R3R before prior assessment.

So the cases weren't doing well and didn't run well.

For the past three years I have been working to recover lost pieces of tech. Great big chunks of tech.

When these are not done on a case the case doesn't get up and shine.

So by not doing the obvious things and doing them well, the case does not progress on anything new.

SO ALL NEW THINGS ARE SET UP TO FAIL BECAUSE THE USUAL THINGS WEREN'T DONE FIRST.

So why this obsession with something new?

REG BREAKDOWN

Recently I noticed that neither Div VI nor Div II had a clue of what the Tech Division could or should do or was delivering.

The most magnificent results on the most basic processes were utterly disregarded by both Div II and Div VI in their public utterances.

Div IV can turn out a stream of new, polished beings. Yet Div II and Div VI (despite Div VI having Success Stories) never seem to notice.

This happened on my own C/S line! I had to begin to PR Div VI and the org to get any awareness of results. And even that didn't alert Div II or Div VI. They just went on muttering.

The Registrar has one person in a dozen chopping away while eleven win. The winners make no real impression for some reason. The chopper does.

The Registrar really has no idea, usually, of the scope of tech he can sell or its value.

We used to show the Reg every week the OCA graph improvements of pcs. Just to encourage some Reality. True as well of letter reges.

Div VI, battered by a confused public does not really know what well applied tech can do.

So neither Div II or Div VI ever really guides people onto the Grade Chart. Neither really says with conviction, each person MUST get so and so and so and so.

The result is a lot of half processed people, raggedly programmed.

THE PROGRAMMING DIVISIONS FOR THE PUBLIC ARE DIV II AND DIV VI.

If these haven't a clue, they misprogram. They start talking about something new and wonderful and don't say "What they CAN do in Tech IS wonderful."

Tech, then, getting no customers for usual rundowns loses touch with things like drug rehabs, CCHs and Op Pro by Dup.

Since people are always being shoved on for something new, Tech gets the idea IT has to have something new.

Tech then begins to neglect its basic fundamental actions and THE NEW RUNDOWNS ARE BEING DONE ON PEOPLE NOT PREPARED FOR THEM.

If I were letter regging, I would KNOW what people in my files have had. I would force tech to give me an FES, a pc assessment form and a complete program of BASIC actions for every one of these CF people. Then I would NOT write airy fairy letters or sales talks. I would say, "Dear Mrs. Jones; According to our records you have had several incomplete Dianetic cycles. These have not been handled and your Dianetics has never been taken to Quadruple Flow Dianetics. There is this matter to be handled as well as other steps to achieve the results required. Please call in to see the Registrar....."

I would be sure that the Reg had a full and informative folder. And that a result, not hours, would be sold at a price adequate to make the action viable to the whole org.

With success and attest copies regularly filed into the folder, I could keep track of the case and keep it going.

And if I got complaints of wait I'd telex a CLO that "Our Tech Div refuses to deliver."

Those stats would go out the roof on actual GI and satisfied delivery.

ARC BROKEN FIELDS

The silliest reports I get is, "Our field is 1/3 ARC Broken," as a reason not to use CF.

A "field" ARC Brks when you don't take an interest in individuals. Failure to Comm to people, failure to lead them upward, failure to handle their upsets or get flubs repaired all lead to "ARC Broken field."

If you don't do the basic usual case and training actions, if you ignore those people, if you don't write them and care what happens to them you will ARC Break them.

LACK of a CF, LACK of letters, failure to handle then brings about a desire NOT to comm with you.

Not giving people the training and processing they wanted and not even seeming to care gives an org an "ARC Broken field."

Neglect the field and it will ARC Brk it.

Insist only on doing something new, forget to do the usual rundowns on cases and they won't make it.

MODERN C/SING

Every time I get hold of a case from orgs, I find it full of omissions of the usual.

No Dn completion, Int RD not repaired, grades never completed.

And what do I as a C/S do?

I find every incomplete cycle and get it completed before I let the case be done on anything "new"!

And what happens? The case comes up brilliant and shining! Every time!

Looks utterly magical!

The processes and rundowns I am ordering completed as a C/S are do-able in any org in the world!

NEW REALITY

I'll give you a new reality on this.

Look around your own org staff.

How many org staff members who have been on drugs have had a full Dianetic or Class VIII Drug RD and a prior assessment?

How many have then had complete Dianetics to EP?

How many have a hidden standard never handled?

How many have done TRs The Hard Way?

Worse than that, how many have had an accident or operation that has never been run out by R3R?

All right, you DO have Dianetic Auditors. Yes, we know, we know - there has to be a Class IV or VI fly ruds before Dianetics can be done etc. etc. etc. But you DO have Dianetic Auditors.

I'll bet on your own staff you have hundreds if not thousands of hours of Dianetics to do.

Unless he's been to Flag, you don't have one person eligible for L10 casewise on your whole staff!

So what does your field look like?

How many hundreds of thousands or millions of hours of undone auditing exists in what your CF should be?

TRAINING

Of course you should mainly be training. If you are training heavily, I trust you are using correct word clearing and have a "What is a Course" P/L in full effect. And these auditors, when trained, will they be able to do a flubless session? They better be.

So you will have auditors.

And they are being trained to do the usual.

They have hundreds of thousands of hours of auditing to be done out of any CF.

Something new?

The most use you could make of something new would be to tell people to get up the Grade chart so they are eligible for it. You don't have anyone on staff or in the field eligible for it now. That's for sure.

You only have potential products for the usual actions.

THE NEW DOES WORK

If you become eligible for L10 your customers will have to be made eligible. And not for free. It will take some hundreds of hours, some only dozens. But it is expensive time, expensive to the org. Preparation has to be sold and it has to be delivered and it is valuable in its own right.

The new does work! And how it works! But ONLY ON THOSE WHO HAVE DONE ALL THE RIGHT THINGS BELOW IT FIRST.

The new won't work if the old isn't done. That's a technical fact. And it explains why this obsession with the new can defeat what you're doing. The new works when the old is done.

Take the Int RD. To Exteriorize people who had never been, some orgs used the Int RD. They didn't do the Dianetics and Grades that would Ext people. The Int RD was just a remedy to handle Ext when it happened and to cure the resulting high TA.

Then, as few had ever Exteriorized in the first place, the Int RD got overrun. The RD is usually flat long before the full RD. (When we repair it, we usually just date where it went flat. Flow 3 Recall in some cases!)

So the Int RD was new. But lots had never exteriorized in the first place. Omitted was the R3R Dianetics and Grades.

So the Int RD was thought of as difficult and touchy. But it was only a remedy. It took an hour or so. It usually went F/N Cog VGIs by F2 Secondary. And it got run on people not ready for it. And they didn't Exteriorize!

It is working well now.

But it's for people who went Ext on Dianetics and Grades! Omit these and there's trouble.

In anything new, when you omit the steps that come before it, you get failures.

HAPPY CASE

One recent case I C/Sed for was the saddest most hard luck character ever. For twenty years she had been run on everything in the book without any real wins or improvement.

All we did was correct every one of about 200 incomplete cycles and former programs.

Dianetics was out. We corrected by list and completed. Grades were out. We corrected and completed. Even Power was out. We corrected and completed.

AND THIS WAS THE HAPPIEST PC YOU EVER SAW.

We didn't do a thing the Dn & Scn auditors of a Class IV org couldn't do. Except we did it flublessly. And we let her have her wins.

All the cleverness consisted in studying the case out.

Then, we did run something new. But it took only a few hours. It took dozens and dozens of hours to get the early omissions completed! Nine tenths of the auditing old and new was on usual Dianetic and Grade actions.

Another case was put on something new without being prepared and had to be hastily sent back for nearly 200 hours of Dianetics!

THE REAL WHY

So what's the real WHY of all this. WHY always something new?

Get this well. It has taken two years to find it. It is important to your survival as an org.

SALES PERSONNEL ARE SO BADLY BRIEFED AND SO UNINFORMED AS TO THE PRODUCTS THEY ARE SELLING THEY NEVER OFFER THEM TO THE PUBLIC.

Tours personnel usually know nothing of what's for sale. Registrars haven't a clue what to sell. Div VI people has no idea whatever of the actual tech product.

People writing promotion try to deal in catch phrases that communicate something to the uninformed public and don't actually promote What's for delivery as they don't know.

Example: Salesman for the Wheatie company is not briefed on the name or the product or what it does. So he goes up to someone and he says "Would you like to buy - ...er....well anyway, it's good stuff and it's only \$20. Would you like.. er....ah...." Looks pretty silly.

Or a Hamilton Watch Company salesman isn't briefed in any way about watches and goes out and sells "a Hamilton." A Hamilton what? Er....ah.....

The additional data on the real WHY could be stated as, THE SALESMAN DOES NOT KNOW HE HAS MANY VALUABLE PRODUCTS TO SELL AND WHAT HE DOES KNOW IS THAT THEY AREN'T HIGH ENOUGH PRICED TO MAKE SELLING THEM ATTRACTIVE SO HE DOESN'T BOTHER TO FIND OUT ABOUT THEM.

He also dimly believes the public must have had all the "old ones" so to play safe and cover his ignorance he pushes only NEW things.

Why Something New? Because few sales people on the front lines of the org have any idea of what's for sale.

Auditors are willing to audit. They best audit what they have been trained for. Yet no sales people know the product well enough to offer it. Thus they leave auditors idle. They also sell things the org's auditors can't deliver, so backlogs occur.

In startling support of this, a Grade Chart was not to be found on the Tours Course. Tours personnel were not briefed by any C/S or competent tech person. So they didn't sell what tech divs could deliver.

Also, sales people, listening to the small percent of failures believe this includes all and so sell only HOPE. Which means some Rundown no one ever heard anything about except that it's wonderful.

In 1968 Class VIIIs couldn't convince several Exec Councils they should sell Standard Tech.

Well, it didn't communicate.

The Exec Councils did not know that every line on a Grade Chart from bottom to Top is a package in itself, a SALEABLE PRODUCT.

The idiocy of selling "Lower Grades" as a package becomes obvious. It is five or six packages. It does not communicate.

Each one of those lines can be sold as an Intensive! Yet what sales personnel ever offered a Communications Intensive? Or a Problems Intensive? Or any other line. Yet every line expanded is an intensive! And further EVERY ONE OF THESE LINES RUN IN ITS PROPER SEQUENCE AND IN FULL FLUBLESSLY PRODUCES FABULOUS GAINS.

So "Quickie Grades" were sold. That was five intensives and 25 to 50 hours of saleable auditing blown up and wrecked in 20 minutes of brush off for a small fee. Pure treason not only against the public but the org and the auditors.

REMEDY

Anyone writing promotion, anyone engaged in Reg or letter reg or Div VI work WOULD HAVE TO BE FULLY BRIEFED ON THE GRADE CHART AND WOULD HAVE TO HAVE READ THE C/S SERIES HCOBs AT LEAST ONCE WITH MISUNDERSTOOD WORDS ON TECH ALL CLEARED.

If that were done industriously this whole situation would remedy rapidly.

Any line on that Grade Chart is something new to the customers. He has to have it all, each line anyway. With a catch name and a package price high enough to make it worth selling and doing in the org.

For instance what sales personnel know what modern Diagnostics can actually do? Or know people have to have it to handle drug effects and alcohol. Or know that accidents and illnesses and giving birth MUST have it. Not that it would be nice. That it is VITAL for their lives!

What sales personnel know we can spot a person whose Grade I is out a mile away? By his constant worry.

And so it is with the whole parade of glossy products that CAN be delivered, not brushed off.

By failing to sell the actual product that CAN be delivered by the auditors trained for it, the org and the auditors fail.

Sales personnel MUST be briefed. They MUST have an idea of what C/Sing is. They must know what is expected to happen to a case and the results that CAN be attained AT GRADE LEVELS.

That is the remedy.

If you don't feed tech the raw materials it can handle, it will collapse.

The results we can sell and deliver are fantastic. We have NO PR man who could get flowery enough to describe them.

The R, man, the R. Sell the Real that can be delivered by the auditors and C/Ses as they are trained to do. Then you get public R. Then you expand and with A and C.

So all sales personnel must be briefed on the Products. Briefed on the Grade Chart - "Each Level a Saleable Package." Briefed on the C/S Series so they can themselves give offhand advice.

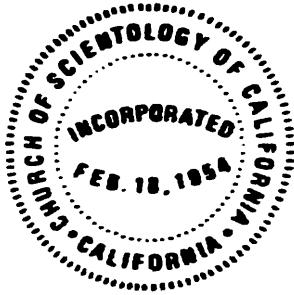
And pricing people and promotion people must back it up.

Then we deliver what we sell and sell what we can deliver and get some products.

IT'S ALL NEW TO THE PROMOTION AND SALES PERSONNEL AND THE PUBLIC.

IT WILL ALWAYS BE NEW TO THE NEW PERSON ON LINES.

So that's the WHY and the Remedy. The sooner it's programmed and put into effect by executives the sooner we will Clear the Planet.



L. RON HUBBARD
FOUNDER

LRH:nt:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 143 INT

21 May 1971

To: All Staff
All Auditors
All Course Supervisors
All Case Supervisors

Subject: THE WORLD BEGINS WITH TR 0

In a recent review of Tech, I traced the cause of course failures case failures directly to out-comm.

Further search revealed HCOB 17 April 1961, Training Drills Modernized was not in! Nowhere in the world!

This means HAS Comm Course failures, HDC auditing failures, Supervisor failures - you name it, any failure in an org is traceable to SOFT TRS.

This can get so bad that London once had "Permissive Public TRs" going! They wanted a rewrite so the TRs would be pale and patty cake enough for the public! Oh wow, oh wow. There went London!

An FEBC has just told me that she and her twin in an Academy were once ordered to cramming "because they had been six hours on TR Zero without completing it." Oh wow, oh wow. There's where that org went.

TRs THE HARD WAY

Hard Way TRs demand for a start, 2 hours of no twitch, no blink, no eye redness, no unconscious, no wiggle TR Zero.

That's been required since 1961. But who did it. Only a few.

So there went our elated Scn public coming Whee! off an HAS. There went our auditors. There went all upper courses.

A while ago I got hold of our toughest course supervisor and I told him, "You get TRs in the hard way on every Interne!" And he began.

Really real TRs beginning with Zero. Like the bulletin.

Using a photo timer (a 12 hour timer with a button on top you hit to restart it) and restarting it at each twitch, flunk, wiggle, eye redness, wobble or wander, TR Zero has started a wave of wild enthusiasm and case gain and established auditor skill that brings an avalanche of Success Stories at Tone 20. Just TR Zero! Done "the hard way."

It's taking up to 50-60 hours on some to get in a real 2 hours of blinkless, twitchless total confront TR Zero on field veterans.

Explains all. When people can't confront they flub!

Here is a list of TR Zero phenomena (even before bull bait is done) just given me by the current TR Course Supervisor here on Flag:

"During the past week I have observed a pattern that emerges on a person when he sits down to do TR-0 the "hard way."

The phenomena is uniform in every person observed;

1st The person dopes off, goes anaten or goes to sleep.

2nd Eye watering, redness, a burning sensation. This manifestation is usually the worst for the student to confront and is resisted the most. It may last for a few hours or several days. This is the period when most students attempt in some covert or overt way to blow course even if for only a few moments.

3rd Glee hysterical laughter. This comes in waves. The student will laugh long, hard and loud for periods, or in line charge.

4th Student becomes very solemn and in a state of "hopelessness" or it can't be done thing.

5th Student exteriorizes, has Cogs and VGIs.

Changes observed on specific students:

(1) Student A (SO Executive) - Laughed for 4 days almost continually. Enormous Reality change. Eyes much brighter, face features changed. Certainty.

(2) Student B (A Key Scn Exec with former case trouble) - Went through a very heavy body motion thing for 6 days - severe jerking of the shoulders - almost like a coma. Yesterday he came out of it with tremendous Cogs. Said he felt great and his machinery was broken down.

(3) Student C (An FEBC Grad) - Took off his glasses, and has not put them back on, said he didn't need them. Looks extremely bright. This happened his second day on TR-0.

(4) Student D (An FEBC Grad, OT) - Turned on somatic in the neck - it blew. Said he was totally exterior, not worried about his body and was practicing just being there. Eyes very clear.

(5) Student E (An ex school teacher) - Notable case change much more at cause although at this time he needs more work on his TRs.

(6) Student F (A famous celebrity) - From social facade to certainty. Much more causative. Lost 10 pounds.

(7) Student G (A veteran Course Supervisor) - Changing valence often heavy anaten running off - large resistance to being controlled. Doing well though."

So right in your hands you have a magic tool IF YOU APPLY IT.

This means it will take some enrollees on an HAS Course weeks just to get through plain Zero. But when they do, wow, have you made a Scientologist! You have to level with them "Now look," you have to tell the newcomer, "this isn't an easy course. In fact, it's hell. But when you've managed it, you wouldn't sell the result for a million."

On brand new people (HAS) you get TRs in on a gradient. TR 0, 1, 2, 3, 4 round and round, each time a little more exacting. First time he reads the HCOB and does Zero. You ignore the blinks etc., give him a win of being able to sit in a chair! Then 1, 2, 3, 4. If he fails 3, back to Zero. Keep him winning. Keep it getting more exacting. Finally, no blink, no swallow, no red eyes, no twitch 2 hour zero. And the hard way with the rest of the TRs. You keeping him winning but you don't let him off the HAS until he's made it up to TRs total bull bait.

TRs the Hard Way means your auditor courses will begin to produce stellar auditors fast because your Academy (and SHSBC) (and Class VIII) Zero must be passed, really passed. And so must the other TRs all the way to 9. All the total hard way.

Look, begin to use TRs the hard way on Public, Tech and Admin beings and you'll drop out 80% of your troubles and begin real org expansion.

The Mini Course Super Hat should have this.

TRs are now being taught this way to Course Supervisor students on that course.

We're in Power on the Planet with stats. We have to deliver, deliver, deliver.

Your first org step to big production is TRs THE HARD WAY.

There is no more important org step that you can take to get your products soaring!



L. RON HUBBARD
FOUNDER

LRH:sb:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 142 INT

9 May 1971

To: All Staff
Franchises
BPI

Subject: POWER CONDITION

POWER

The International stat continuous repeating upsurges in the US, UK and EU with ANZO and AF about to follow shows that we are now leading from Power. It is one thing to be in Power. It is another to lead from Power.

It means a wide sweeping public agreement that is expanding with a roar.

This makes a big difference to Guardian attitude for instance in their dealings. They are leading from Power and should start saying so.

When this happened in 1950, we were hit by an unsuspected enemy and hit very hard. We have him located now and under heavy pressure from experts. We had no organizational pattern worth the name. We were dependent upon "business methods" and "professional PRs". We now have streamlined admin tech. We had no real executives. We sure do now. The technology would go as far as it works. It is now complete and it is working. We were isolated in one country. We are now international.

As the weeks have gone on with continual fabulous advances of stats it has become very obvious that we are in POWER.

Back of that there's enough esprit and dash to bowl over any and all obstacles.

A very close attention to terrific high quality training and delivery and high regard for service MUST back up these stats.

We are in Power.

Act like it.

Speak like it.

You are provenly, by stats, the wave of today and of the future.

You are in Power.

Love,

Ron



L. RON HUBBARD
FOUNDER

LRH:mes:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 141 INT

9 May 1971

To: All Staff
Franchise

Subject: CURRENT NEWS

We have a runaway boom in the US.

For several weeks in a row the Continental GI has risen a quarter of the whole per week.

The UK Continental GI has just doubled. And that in the teeth of the threatened release of their so-called "enquiry" at which we never testified and which had no witnesses.

The International GI is four times its pre-February 1971 highest ever.

Many factors went to make up this boom. Great people. Brilliant executives. Loyal orgs and Franchises that stood rock steady during the years of threat.

The Administrative Breakthrough called the Product Officer-Organ Officer System as taught on the Flag Executive Briefing Course, following the various Series of 1970 and policy since 1950 all wound up in a rocket takeoff.

The case levels of FEBCs are usually Clear-OT, a state higher than previous grades. This has been achieved by the fabulous L-10 Rundown.

Backed up by willing and growing staffs these FEBCs are taking the roof off.

It's a runaway boom.

Here on Flag and in orgs we are under terrific pressure to deliver and get there with the delivery before we break down with backlogs.

At Flag and in orgs we are making auditors fast and furious.

Backing up the effort is the mini Course Super hat and the new Executive Cramming Course and the Course Super Course about to be started in CLOs. Supervisors are desperately needed to turn out auditors. WHO CAN AUDIT.

It's a fast race!

Simultaneously with all this we found the exact WHO that muddies our names in the press and WHY Scientology was attacked in the first place.

In short our boom coincides with the beginning of the end for the opposition, UK enquiry findings or no UK enquiry findings. You'll know all about this soon enough. We don't want to tip our hand as we close in.

These FEBCs think big. Like what whole city will we for US Hq. They do big. They send stats skyrocketing. W the small percent who don't don't, we recall at once.

Suddenly we have wizard execs.

Suddenly a wide open field gapes ahead of us.

Suddenly we are on our way.

Here we go. We'll have to run like everything just t keep up.

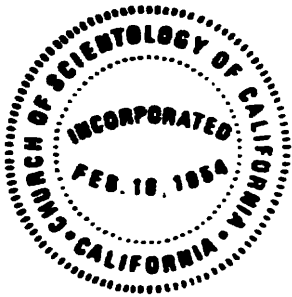
We lived through yesterday, so we will live today. are expanding like an explosion today. We will own all tomorrow.

That's the way things are.

Here we go.

Love,

Ron



L. RON HUBBA'
FOUNDER

LRH:mes:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 140 INT

19 April 1971

To: ED's
EC's
Org & Product Officers
All Tech & Qual Staff

From: LRH

Subject: TECH DELIVERY QUALITY

TECH QUALITY

My current concern is tech quality over the world. Whereas the majority of auditors do a good job, there are some who don't, and it is these who have our reputation at stake.

The general outness has been traced (as usual) to out-TRs and metering.

Lack of a Cramming in Qual Divs and even lack of Qual Divs is what has brought this about.

TRs and metering are out of the view of a C/S. He only sees what is written on the auditor report.

A Cramming should exist in every org and every bog should cause the auditor to be sent to Cramming on the material missed.

As TRs and metering are not visible to the C/S, Cramming should always add "Two hours TRs and metering" as a matter of course. This was the way it was when tech was more consistent.

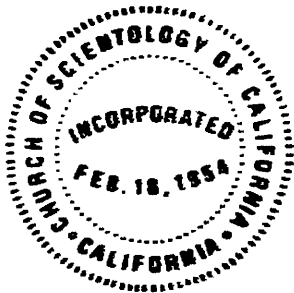
A TR 1 that can't be heard (or blows the pc's head off), a TR 2 that consists of "That didn't read. That read" and TR 4 that is pure Q and A, plus missed reads and by-passed F/Ns can wreck any program.

A Cramming in every org and required verification of TRs and metering will go a long ways to improve tech quality.

A lot of queer tricks get into a fad state in orgs and the field. The current batty one is don't ever ack anything, just tell the pc what did or didn't read on the meter. That means every session is turned into a Solo audit and the auditor is reduced to a meter reading relay point! The correct definition of "In Session" is "Interested in own case and willing to talk to the auditor." Queer tricks can alter this to "Wondering about the meter and own comm being refused!"

We have at Flag two newly arrived auditors who are both doing this, so someone is teaching it that way somewhere. You never tell the pc about the meter. Never. Indicate F/Ns only.

The original purpose of the SO was to put in Ethics and tech. We're now doing a great job on Admin. We must work very hard on tech so as to increase DELIVERY QUALITY.



L. RON HUBBARD
FOUNDER

LRH:mes:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 139 INT

22 April 1971

To: LRH Comm
HES
Org Officer
Tech Sec
Qual Sec

SUBJECT: VFP Series No. 2
EXTERIORIZATION RUNDOWNS,
Vital Correction of

Reference: Checksheet and Pack Attached.

It is absolutely vital that you do and deliver accurate Flubless Exteriorization Rundowns.

Your repete and good name and community good will depends upon the volume and high quality of your Tech Delivery.

Observing incoming folders, I am finding too many flubbed Exteriorization Rundowns. We have set up a special unit on Flag to correct them on incoming FEBC students.

IT IS VITAL YOU CORRECT YOUR TECH AND THE INT-EXT RD IN PARTICULAR.

If you are trying to operate without a Cramming in Qual, that could explain all.

TARGETS:

1. Appoint a Cramming Officer in Qual at once.
2. Get him checked out on the MINI COURSE SUPERVISOR HAT so he knows how to check out. (See LRH ED 138 INT.)
3. Have him check out every auditor you have on staff whether in HGC or not on the checksheet on Int attached.
4. Have him give a stiff Dianetic Exam to every auditor who will do Ext RDs.
5. Have him cram any auditor who fails it on Dianetics until that auditor can run engrams.
6. Have every auditor whose pc does not get an F/N at the Examiner on any process or session sent to Cramming promptly and crammed on the material so he can DO it.
7. Send Compliance to me when this has been fully and thoroughly done.

YOUR GOOD WILL FROM THE FIELD DEPENDS TOTALLY ON YOUR
VOLUME AND QUALITY OF TECH DELIVERY.

The Int Ext RD is just simple straightforward auditing.

GET IT BEING DONE PERFECTLY!

Class IV Auditors
or higher who are
also HDCs.
Tech Hats
Qual Hats
Case Supervisors

MINI COURSE
EXTERIORIZATION INTENSIVE CHECKSHEET

STUDENT _____ ORG _____
POST _____ DATE STARTED _____

This Checksheet covers the basic Exteriorization Intensive Data. All this data must be studied intensely, thoroughly, be understood with complete certainty, and at the end of this course be applied FLAWLESSLY AND WITHOUT FLUBBING EVER.

PREREQUISITES: Mini Checkout Course, HSDC, Class IV. No person who is not an HDC AND CLASS IV, minimum, Auditor may take this course or run or C/S Exteriorization Intensives.

FULL STUDY DATA APPLIES.

This is a once through starrate checksheet but is to be gone through starrate check out as many times as required to get it thoroughly known.

A. BASIC STUDY DATA

1.	HCO PL 17 June 70	Technical Degrades	_____	_____	_____
2.	HCO PL 7 Feb 70	Keeping Scientology Working	_____	_____	_____
3.	HCO B 11 Oct 67	Clay Table Training	_____	_____	_____
4.	HCO B 30 Oct 70	Clay Demo	_____	_____	_____
5.	HCO B 10 Mar 65	Words, Misunderstood Goofs	_____	_____	_____
6.	HCO B 6 May 69	Routine 3-R, Revised Engram Running by Chains	_____	_____	_____
7.	HCO B 20 Feb 70	Floating Needles and End Phenomena	_____	_____	_____
8.	HCO B 27 Mar 71	Dianetic Erasure	_____	_____	_____
9.	HCO B 23 Apr 69	Dianetics Erasure, How to Attain	_____	_____	_____
10.	HCO B 27 May 69	Earlier Similar	_____	_____	_____
11.	HCO B 28 May 69	How Not to Erase	_____	_____	_____

12.	HCO B	18 May 69	Erasure	_____	_____	_____
13.	HCO B	1 May 69	Grinding Out Engrams	_____	_____	_____
14.	HCO B	2 Dec 69	Rising T.A.	_____	_____	_____
15.	HCO B	28 Apr 69	High TA in Dianetics	_____	_____	_____
16.	HCO B	27 July 69	High TA & Erasing	_____	_____	_____
17.	HCO B	7 May 69	Extracts from Earlier HCO Bs	_____	_____	_____
18.	HCO B	23 Apr 69	Dianetics Basic Definitions	_____	_____	_____
19.	HCO B	19 Jan 67	Manifestations of Engrams and Secondaries	_____	_____	_____
20.	HCO B	17 July 69	Dianetic Command Training Drills	_____	_____	_____
21.	HCO B	20 May 70	TR 103, 104 Rundown	_____	_____	_____
22.	HCO B	17 Apr 61	(Reissued 5 Jan 71) Training Drills Modernized	_____	_____	_____
23.				_____	_____	_____
24.				_____	_____	_____
25.				_____	_____	_____
26.				_____	_____	_____
27.				_____	_____	_____

PRACTICAL: (TRs MUST BE FLAWLESS TO QUALIFY)

1.	TR 0 (Non-Bullbaited)	_____	_____	_____
2.	TR 0 (Bullbaited)	_____	_____	_____
3.	TR 1	_____	_____	_____
4.	TR 2	_____	_____	_____
5.	TR 3	_____	_____	_____
6.	TR 4	_____	_____	_____

AUDITORS CODE:

1.	HCO PL 14 Oct 68	The Auditors Code AD18	_____	_____	_____
2.	HCO PL 2 Nov 68	Auditors Code (Addition to HCO PL 14 Oct 68)	_____	_____	_____

E-METER DRILLS: (OMITTING EM 25 - TRACK DATING)

EM 1	_____	EM 10	_____	EM 19	_____
EM 2	_____	EM 11	_____	EM 20	_____
EM 3	_____	EM 12	_____	EM 21	_____
EM 4	_____	EM 13	_____	EM 22	_____
EM 5	_____	EM 14	_____	EM 23	_____
EM 6	_____	EM 15	_____	EM 24	_____
EM 7	_____	EM 16	_____	EM 26	_____
EM 8	_____	EM 17	_____	EM 27	_____
EM 9	_____	EM 18	_____		

7. TR 101 (Done Triple and Quad Flows)
8. TR 102 (Done Triple and Quad Flows)
9. TR 103 (Done Triple and Quad Flows)
10. TR 104 (Done Triple and Quad Flows)

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

EXTERIORIZATION-INTERIORIZATION DATA:

- | | | | | | | |
|-----|-------|------------|---|-------|-------|-------|
| 1. | HCO B | 5 Mar 71 | Exteriorization and
Issue II | _____ | _____ | _____ |
| 2. | HCO B | 2 Dec 70 | Exteriorization Summary | _____ | _____ | _____ |
| 3. | HCO B | 11 Apr 70 | Auditing Past Exterior | _____ | _____ | _____ |
| 4. | HCO B | 6 May 70 | Blows - Auditing Past
Exterior | _____ | _____ | _____ |
| 5. | HCO B | 30 May 70 | Interiorization Inten-
sive 2 Way Comm | _____ | _____ | _____ |
| 6. | HCO B | 10 July 70 | Interiorization Inten-
sive Goof | _____ | _____ | _____ |
| 7. | HCO B | 28 July 70 | (Corrected 9 Aug 70)
An Exteriorization Flub
and False Declares | _____ | _____ | _____ |
| 8. | HCO B | 20 Aug 70 | Exteriorization Rundown
Musts | _____ | _____ | _____ |
| 9. | HCO B | 6 Jan 71 | Starrate Checkouts For
Exteriorization
Intensives | _____ | _____ | _____ |
| 10. | HCO B | 8 Jan 71 | Use of L1-B in
Issue II | _____ | _____ | _____ |
| 11. | HCO B | 23 Jan 71 | Exteriorization | _____ | _____ | _____ |
| 12. | HCO B | 14 Nov 65 | Clearing Commands | _____ | _____ | _____ |
| 13. | HCO B | 27 Oct 70 | Dianetic CS-1 | _____ | _____ | _____ |
| 14. | HCO B | 7 Mar 71 | Use of Quadruple Dianetics
(C/S Series 28) | _____ | _____ | _____ |
| 15. | HCO B | 1 Dec 70 | Dianetics Triple Flow
Action | _____ | _____ | _____ |
| 16. | HCO B | 27 Mar 71 | Dianetic Erasure | _____ | _____ | _____ |
| 17. | HCO B | 8 Mar 71 | Precision Dianetics | _____ | _____ | _____ |
| 18. | HCO B | 4 Apr 71 | Use of Quad Dianetics
(C/S Series 32) | _____ | _____ | _____ |
| 19. | HCO B | 5 Apr 71 | Triple and Quad Reruns
(C/S Series 33) | _____ | _____ | _____ |
| 20. | HCO B | 11 Apr 71 | Dn and Ext Rundown
Repair List L3-B | _____ | _____ | _____ |
| 21. | HCO B | 12 Apr 71 | Exteriorization Errors
(C/S Series 35) | _____ | _____ | _____ |
| 22. | HCO B | 21 Apr 71 | Quad Dianetics Dangers
Of (C/S Series 36) | _____ | _____ | _____ |
| 23. | | | | _____ | _____ | _____ |
| 24. | | | | _____ | _____ | _____ |
| 25. | | | | _____ | _____ | _____ |
| 26. | | | | _____ | _____ | _____ |
| 27. | | | | _____ | _____ | _____ |

28. _____
29. _____
30. _____

PRACTICAL: (Refer HCO B 21 Apr 71 Quad Dianetics, Dangers Of)

- A. 1. Do a clay demo of when you run Ext Run-down Single. _____
2. Do a clay demo of when you run Ext Run-down Triple. _____
3. Do a clay demo of when you run Ext Run-down Quad. _____
4. Write a brief essay on when and why each is run. (Turn in to Supervisor.) _____
- B. Do exactly as per HCO B 6 Jan 71 "Starrate Checkouts For Exteriorization Intensive" including later data. _____
- C. Do in clay the following five demos of a person:
1. Going through a door into a room. _____
2. Going into a building. _____
3. Going into an automobile. _____
4. Going into an airplane. _____
5. Going into a submarine. _____
- D. The student to actually go into a room several times until he cognites that "went in" means only the action of going in. _____
- E. DOLL DRILL: The student does a Dianetic CS-1 on a doll who is going to have an Exteriorization Intensive. The CS-1 is to be done exactly as per HCO B 27 Oct 70 "Dianetic CS-1." _____
- F. DOLL DRILL: Clear "Exteriorization" on a doll - as given on page 1 HCO B 4 Jan 71 "Exteriorization and High TA" "- as the act of moving out of the body with or without full perception." _____
- G. DOLL DRILL: Have a doll "do" all the clay demos in "B - 1 to 5" above.
1. Going through a door into a room. _____
2. Going into a building. _____
3. Going into an automobile. _____
4. Going into an airplane. _____
5. Going into a submarine. _____
- H. DOLL DRILL: Have a doll go into a room several times until the doll "cognites" that "went in" means only the action of going in. _____
- I. DOLL DRILL: Audit a doll on the full Exteriorization Intensive procedure using all flows and the correct commands and going earlier commands as given in HCO B "Exteriorization and High TA", HCO B 5 Jan 71 "Going Earlier in R3-R and Exteriorization Intensives", and strict R3-R procedure as given in HCO B 6 May 69 "Routine 3-R Revised Engram Running by Chains." _____

REHABILITATION THEORY:

- | | | | | | | |
|----|-------|------------|--|-------|-------|-------|
| 1. | HCO B | 30 June 65 | Release, Rehabilitation
of Former Releases and
Thetan Exterior | _____ | _____ | _____ |
| 2. | HCO B | 21 July 65 | Release Rehabilitation | _____ | _____ | _____ |

EXTERIORIZATION REHAB METHOD:

- | | | | | | | |
|----|-------|----------|-------------------------------|-------|-------|-------|
| 1. | HCO B | 6 Dec 68 | Release, Rehabilitation
Of | _____ | _____ | _____ |
|----|-------|----------|-------------------------------|-------|-------|-------|

PRACTICAL:

- | | | | | | | |
|----|--|--|--|-------|-------|-------|
| A. | DOLL DRILL: Rehab by getting or counting the
number of times "pc" exteriorized on a doll.
(Use number of times method - per HCO B 6 Dec
68 "Release, Rehabilitation Of.") | | | _____ | _____ | _____ |
| B. | DOLL DRILL: Rehab '65 Rehab method Exteriori-
zation on a doll. | | | _____ | _____ | _____ |

TWO-WAY COMM HCO Bs:

- | | | | | | | |
|----|-------|------------|------------------------------------|-------|-------|-------|
| 1. | HCO B | 21 Apr 70 | 2-Way Comm C/Ses | _____ | _____ | _____ |
| 2. | HCO B | 3 July 70 | C/Sing Two-Way Comm | _____ | _____ | _____ |
| 3. | HCO B | 10 July 70 | 2-Way Comm - A Class III
Action | _____ | _____ | _____ |

TWO-WAY COMM CHECKSHEET:

HCO PL 20 July 70	Two-Way Comm Checksheet	_____	_____	_____
-------------------	-------------------------	-------	-------	-------

This checksheet is included as part of this
pack with all of its materials. IT IS DONE IN FULL.

CORRECTIONS AND ADDITIONS:

- | | | | |
|----|-------|-------|-------|
| 1. | _____ | _____ | _____ |
| 2. | _____ | _____ | _____ |
| 3. | _____ | _____ | _____ |
| 4. | _____ | _____ | _____ |
| 5. | _____ | _____ | _____ |

COMPLETION:

CHECKSHEET ATTESTED COMPLETE: _____ DATE: _____
(Student Name)

STUDENT OK TO TAKE EXAMS: _____ DATE: _____
(Supervisor Name)

STUDENT HAS BEEN EXAMINED ON ALL THE THEORY AND PRACTICAL OF
THIS CHECKSHEET:

THEORY EXAMINER: _____ DATE: _____

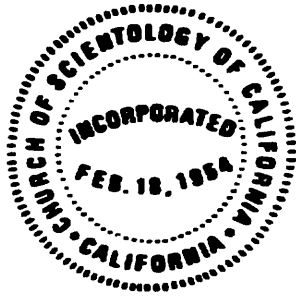
PRACTICAL EXAMINER: _____ DATE: _____

OK TO AUDIT EXTERIORIZATION INTENSIVE CHIT ISSUED TO STUDENT:

DIR PRODUCT VALIDITY: _____ DATE: _____

EXTERIORIZATION INTENSIVE MINI COURSE CERTIFICATE ISSUED:

CERTS AND AWARDS: _____ DATE: _____



L. RON HUBBARD
FOUNDER

LRH:JR:mes:nt:bk

EXECUTIVE DIRECTIVE

LRH ED 138 INT

28 March 1971

To: LRH Comm
HES
Org Officer
Tech Sec
Qual Sec

Subject: VFP Series #1.
TRAINING AUDITORS

Reference: MINI COURSE SUPERVISOR COURSE AND PACK.

The final valuable product of your Training Department is

AUDITORS WHO CAN OBTAIN ROUTINE STANDARD
RESULTS WITH STANDARD TECH AND GIVE PCs WINS.

If you are having any trouble getting auditings in the HGC or getting results, if you are having any non delivery problems it goes back directly to a failure to train auditors well in the first place in your area.

If students don't come to you, then students who can't use the materials are giving you bad word of mouth.

YOUR ORG REPUTE DEPENDS ON AUDITORS WHO CAN ACTUALLY
AUDIT.

Any failure in this goes back to training. If training is off policy and poor, then a flubby product will result.

SOON THERE WILL BE A FLAG COURSE SUPERVISOR COURSE AVAILABLE IN CONTINENTAL OFFICES AND MAJOR ORGS. You should arrange for people to attend it.

MEANWHILE, to help you and get you going, I am giving you with this ED a checksheet and pack of a MINI COURSE SUPERVISOR COURSE.

This is intended to be done AT ONCE on anyone you have connected with training, supervisor or administrator.

This, if used and done, which I know you will do for me will snap your training level way up and get you started into serious fast training of auditors.

A well run Training Department fills up with students.

To get a well run Training Department check this MINI COURSE OUT ON YOUR TRAINING PEOPLE.

TARGETS

1. Select your fastest study most skilled auditor who gets the best results.

2. Designate him as Temporary Mini Course Supervisor Course Supervisor.
3. Have him rapidly study the checksheet.
4. On a five hour a night basis, have him run a course teaching this course.
5. Push into the course every person even distantly connected with training.
6. See that the person selected to be Cramming Officer is a member of your Mini Cse Super Cse.
7. Get the course taught fully and fast.
8. Any person who can't get through it or doesn't turn up or blows it is not to be permitted to be connected with the Training Department thereafter.
9. Put the best student of this Mini Cse Super Cse on as your Director of Training.
10. See that any course you teach in your org is conducted exactly along the lines of this Mini Course.
11. Send someone to the Flag Cse Super Cse when it is conducted in your area as it is much more extensive.
12. Push Auditors auditing for your HGC through the check-sheet HCO P/L 5 Sept 70 HGC Checksheet, using the Mini Cse Super Course skills.
13. Assemble packs for your courses or get them by air from Pubs Org DK which has Academy Courses.
14. When you have your training personnel and Cramming Officer fully trained on this course report compliance to me.
15. Return the auditor selected in Target 1 to his normal duties.

MINI COURSE SUPERVISORS CHECKSHEET

The following checksheet is done once through starrate. However the Supervisor TRs should be done several times until the student has total certainty on them.

No item on the checksheet may be signed off as having been previously done on another checksheet.

The end result of this Course is a Supervisor who is able to produce effectively trained people who can skillfully apply what they have learned and will apply it. It is also a Supervisor who can at least double or triple the point and completion stats of any course.

This is a four day course full time.

NAME _____ DATE STARTED _____
ORG _____ POST _____

HCO PL 15 Jun 70	Keeping Scientology Working	_____	_____	_____
HCO PL 17 Jun 70	Technical Degrades	_____	_____	_____
HCO PL 16 Mar 71	What Is a Course?	_____	_____	_____
Purpose of a Course Supervisor cleared on the meter.		_____	_____	_____

THEORY (Supervisor checkout ONLY)

- | | | | | | |
|----|------------------|---|-------|-------|-------|
| 1. | HCO PL 4 Mar 71 | How to Do Theory Checkouts and Examinations | _____ | _____ | _____ |
| 2. | HCO PL 24 Sep 64 | Instruction & Examination Raising the Standard Of | _____ | _____ | _____ |
| 3. | HCO PL 4 Oct 64 | Theory Checkout Data (reissued 21 May 67) | _____ | _____ | _____ |
| 4. | HCO PL 26 Aug 65 | Scientology Training Twin Checkouts | _____ | _____ | _____ |
| 5. | HCO PL 12 May 64 | Theory Testing Expiration Dates | _____ | _____ | _____ |
| 6. | HCO PL 3 Mar 71 | Starrate Outpoints | _____ | _____ | _____ |
| 7. | HCO PL 14 Mar 71 | On Giving Checkouts | _____ | _____ | _____ |

CLAY TABLES AND HOW TO DO THEM (Twin Checkout)

- | | | | | | |
|----|-----------------|-----------------------------|-------|-------|-------|
| 1. | HCO B 10 Dec 70 | Clay Table Work in Training | _____ | _____ | _____ |
| 2. | HCO B 11 Oct 67 | Clay Table Training | _____ | _____ | _____ |
| 3. | HCO B 30 Oct 70 | Clay Demo | _____ | _____ | _____ |
| 4. | HCO B 22 Apr 70 | Clay Table Demo Checkouts | _____ | _____ | _____ |

CLAY DEMONSTRATIONS (Supervisor Checkout ONLY)

Demo an example of each of the following:

- | | | | | |
|----|---|-------|-------|-------|
| 1. | What happens when a student misses understanding a word. | _____ | _____ | _____ |
| 2. | What happens when a checkout does not consult the student's understanding. | _____ | _____ | _____ |
| 3. | The end result of study showing how you help your twin achieve that. | _____ | _____ | _____ |
| 4. | What happens to the entire org if these policies aren't followed on giving checkouts. | _____ | _____ | _____ |
| 5. | | _____ | _____ | _____ |
| 6. | | _____ | _____ | _____ |

DRILL (Supervisor checkout ONLY)

The student must now check the Supervisor out on at least a two page policy or bulletin. Flunks are thrown in by the Supervisor such as comm lags, glibness, poor definitions, bad demonstrations, etc. The student must say "flunk" immediately or the student is flunked and sent back to study the policies again. The student is passed when the student can give a 100% standard checkout without any hesitations. (The policy used may not be from the course.)

STUDY TAPES

The student is to take very careful notes on these tapes and must present full notes to the supervisor as proof, and must be able to quote all the laws of study as contained in these tapes.

1.	18 Jun 64	Studying Introduction	_____	_____	_____
2.	9 Jul 64	Studying - Data Assimilation	_____	_____	_____
3.	4 Aug 64	A Summary of Study	_____	_____	_____
4.	6 Aug 64	Study - Gradients & Nomenclature	_____	_____	_____
5.	11 Aug 64	Study - Evaluation of Information	_____	_____	_____
6.	13 Aug 64	Study and Education	_____	_____	_____
7.	22 Sep 64	A Review of Study	_____	_____	_____
8.	18 Aug 66	Study and Intention	_____	_____	_____

ESSAYS (Hand in to Supervisor after twin OKs them)

1.	How a supervisor detects and handles someone with a skipped gradient.	_____	_____	_____
2.	How you detect and handle someone with a misunderstood word or symbol.	_____	_____	_____
3.	The different ways we provide mass on a course to go with the significance.	_____	_____	_____
4.	The difference between education and schooling.	_____	_____	_____

THE MIND:

1.	HCO Info Letter 2 Sep 64	"Anatomy of Human Mind Course"	_____	_____	_____
2.	Tape 6012C31 AHM-C	"The Things of Scientology"	_____	_____	_____

DEMONSTRATE IN CLAY (save the demo)

	The body	_____	_____	_____
3.	Study axioms 1 and 2 with your twin. Theory coach them on each other.	_____	_____	_____
4.	<u>Demonstrate in clay</u> Add to your demo now by looking up word "thetan" and adding it to previous demo of "body".	_____	_____	_____
5.	Tape 6101C21 The Parts of the Mind 			

Tape 6101C22
ACSA-5

"Cycle of Action, Time Track,
Terminals, Stable Datums,
Reactive Thought"

Demonstrate in clay

1. A machine
2. A circuit

ORIENTATION

1. HCO B 26 Oct 70 Definition of a Student
2. HCO B 27 Oct 70 The Intention of the Student
3. HCO B 13 Sep 65 Out Tech and How to Get It In
4. HCO B 28 Oct 70 Non-Application
5. HCO B 29 Oct 70 Demo Kits
6. HCO B 16 Oct 68 Supervisor, Duty

THE BASICS

1. HCO B 21 Sep 70 Study Definitions
2. HCO PL 27 Jul 69 What is a Checksheet
3. HCO B 11 Jun 69 Materials, Scarcity of
4. HCO PL 30 Jul 69 Student Progress Board
5. HCO PL 16 Mar 71 What Is a Course?

Practical

Write an essay on each paragraph of "What Is a Course?" HCO P/L 16 Mar 71, telling what would happen if the tech in each paragraph were not applied. Be specific. (Hand in to Supervisor after twin OKs.) (100 pts.)

1. Supervisor TR-A
2. Supervisor TR-B
3. Supervisor TR-C

THE BASICS (Continued)

6. HCO PL 20 Dec 70 Pink Sheets
7. HCO PL 21 Feb 71 Supervisor Checksheet
8. HCO B 16 Jan 71 Gradient Scales
9. HCO B 5 Sep 68 Handling Student Dope Off
10. HCO PL 24 Oct 68 Handling the Student
11. HCO B 10 Mar 65 Words, Misunderstood Goofs
12. HCO B 20 Sep 68 Glee
13. HCO PL 16 Sep 64 Understanding and tape
(Reissued 21 July 67) Lectures

Practical

1. Supervisor TR-D
2. Supervisor TR-E

THE BASICS (Continued)

1.	HCO PL 15 Dec 65	Students Guide to Acceptable Behavior	_____	_____	_____
2.	HCO PL 16 May 69	Course Administration	_____	_____	_____
3.	HCO PL 24 Oct 68	Running the Class	_____	_____	_____
4.	HCO PL 8 May 69	How to Teach a Course	_____	_____	_____

Practical

1.	Supervisor TR-F	_____	_____	_____
2.	Supervisor TR-G	_____	_____	_____
3.	Supervisor TR-H	_____	_____	_____

THE BASICS (Continued)

1.	HCO PL 19 Apr 65	Training and Processing Regulations	_____	_____	_____
2.	HCO PL 17 Jun 70	Technical Degrades	_____	_____	_____
3.	HCO PL 16 Apr 65	The Hidden Data Line	_____	_____	_____
4.	HCO PL 14 Feb 65	Safeguarding Technology	_____	_____	_____
5.	HCO PL 15 Sep 67	Supervisors Code	_____	_____	_____

Practical (50 pts.)

Write a full essay on each of the points in the Supervisors Code. Mock up a situation for each and tell how you would handle it. (After twin OKs it hand in to Supervisor.)

Supervisor TR-I

_____	_____	_____
_____	_____	_____

TWO WAY COMM

1.	HCO B 10 Feb 71	Tech Volume and 2 Way Comm	_____	_____	_____
2.	HCO B 13 Oct 70	Course Supervisor Corrections	_____	_____	_____
3.	HCO B 11 Jul 69	Supervision	_____	_____	_____
4.	SO ED 47 INT 9 May 70	Get 2 Way Comm in Training	_____	_____	_____
5.	HCO B 21 Apr 70	2 Way Comm C/Ses	_____	_____	_____
6.	HCO B 31 May 70	Interiorization Inten-sives	_____	_____	_____
7.	HCO B 3 Jul 70	C/S Series No. 14 C/Sing 2 Way Comm	_____	_____	_____
8.	HCO B 10 Jul 70	2 Way Comm A Class III Action	_____	_____	_____

Practical

HCO B 31 Jul 70 Listen and Two Way Comm Drill

_____	_____	_____
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TWO WAY COMM (Continued)

1.	HCO B 6 Sep 70	Model Consultation for Hubbard Consultant	_____	_____	_____
2.	HCO B 13 Jun 70	Study Stress Analysis	_____	_____	_____

Practical

1. Do a doll drill with the 4 Stress Analysis of HCO B 13 Jun 70 Issue II. Drill on it with and without a meter. Each drill to be checked out by supervisor. (The level of training of the student supervisor must be taken into consideration.)
2. Supervisor TR-J

THE BASICS (Continued)

1. HCO B 23 Dec 70 Fast Courses
2. HCO PL 14 Dec 70 Group Sanity (Section on Training only)
3. HCO PL 15 Jun 70 Keeping Scientology Working (with particular attention to paragraphs on speed of training and toughness)
4. HCO PL 24 Oct 68 R-Factor to Students
5. HCO PL 28 Mar 71 Successful Actions Taken on FEBC

Practical

Supervisor TR-K

ETHICS & LINES

1. HCO B 31 Oct 70 Students and Duress
2. HCO PL 29 Apr 65 Ethics Review
3. HCO PL 22 Nov 67 Out Tech
(revised and reissued
18 July 70)
4. HCO PL 20 Nov 70 The Students' Rabble Rouse
Line
5. HCO PL 10 Jan 62 HCO Standing Order No. 5
(reissued as
amended on
21 June 67)
6. HCO PL 12 Oct 66 Examinations
7. HCO PL 22 Jul 70 Tech Retreads and
Issue III Retraining
8. HCO PL 27 Oct 64 Policies on Potential
(Reissued Trouble Sources
23 June 67)
9. HCO PL 8 May 69 Enturbulative Student
10. HCO PL 1 Jul 65 Ethics Chits
11. HCO B 27 Sep 66 The Anti-Social Personal-
ity
12. HCO PL 5 Apr 65 The No Case Gain Student

Practical

1. Write an essay on how you would spot a troublesome student on course whether he is SP or PTS or whatever. Give several examples and how you would handle each.

2. Supervisor TR-L _____
3. Supervisor TR-M _____

I attest that I know and can apply the materials of this course so as to produce effectively trained people who can skillfully apply the data they have learned and will apply it. And that I can also double to triple the completion and point stats of any course not being supervised by a graduate of a Professional Course Supervisors Course.

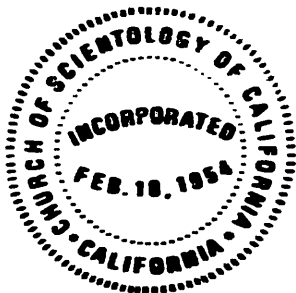
NAME _____ DATE _____

I attest that this student can apply the materials of this course so as to produce the above result.

SUPERVISOR _____ DATE _____

EXAMINER _____ DATE _____

C & A _____ DATE _____



L. RON HUBBARD
FOUNDER

LRH:mes:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 137 INT

9 February 1971

To: PES
DIST SEC &
HES

Subject: AUDITORS ASSOCIATION

Reference: LRH ED 120 INT 27 Aug 70
SO ED 41 INT
The Scn Auditors Image
ASHO Auditors Night Pgm

One of our most affluent orgs has made the furthest progress on AUDITOR ASSN targets.

There is a direct connection between the org's success, its ability to deliver courses and well done hours and its progress on its AUDITORS ASSN.

It was one of the first to say "Dear Ron, We're on post." It has now made the majority of its targets and it has a huge membership (not just staff) regularly attending.

Its field is friendly. Its cash-bills is great, its HGC and Academy are well staffed.

If you don't have your Auditors Association going, look around for the "We must not win" counter postulates in your org. Back up the guys on staff who want success for the org.

You NEED your field auditors, you NEED your Auditors Association and you need it booming.

The Auditors Assn is a winner. Get its targets fully DONE DONE DONE.

Love,

RON



L. RON HUBBARD
FOUNDER

LRH:mes:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 136 INT

9 February 1971

To: All Staff

Subject: AUDITOR WINS

A Class IX Flag Auditor, Liese Klingvall, after making several Clear OTs wrote me a comment on her estimation of Clearing the planet.

Flag Auditors are averaging two or three Clear OTs a day amongst the many Flag Executive Briefing Course students and the three orgs on Flag - the Flag Bureaux, the Flag Admin Org and the Flag Ship Org.

Flag Admin Org Tech Div HGC has the highest v.w.d. auditing hours in the world by about double.

After a particularly swift astonishingly spectacular win amongst many wins Liese wrote me the following note which you may find of interest:

REPORT

Dear Sir,

I will never again be afraid of causing an effect on a pc in auditing. I did not push him in to any of this - I just listened, duplicated and was willing to cause it.

I see now I have been underestimating my pcs for too long - and that "Clearing the Planet" will take much "shorter" in "time" than I previously considered. With a Class X running L10s and being willing to cause or receive any effect at all - we will "Clear" the planet in "no time" at all.

I am V happy w/ this, sir.

Love,

Liese K.

She was using the same processes you are. She uses them smoothly and perfectly.

A bit of good news I wanted to share with you.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:mes:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 135 INT

15 January 1971

To: All Staff
Scn & SO Orgs
ECs
WW

Subject: STATUS OF Worldwide Org

The Scientology Worldwide Management Control Centre was established at Saint Hill Manor, East Grinstead, Sussex in 1959.

It is the organization to which Scientology Orgs over the world pay their administrative ten percents. It is the Commonwealth Centre and Board of the Church of Scientology of California.

NOTHING HAS CHANGED IN THIS STATUS OR LOCATION.

For administrative ease and to make a single channel of management of orgs (they did have 29 control points), WW is now the International Centre of the Management Bureau of Flag Liaison Offices and is part of the UK Liaison Office at WW.

In every Continental Liaison Office the Management Bureau contains the SENIOR EXECUTIVE DIRECTOR OF THE CONTINENT.

At WW there will be the Senior Executive Director International.

The pattern is as follows:

The Senior Executive Director is helped by an Organizing Officer (HCO ES) and by a Product Officer (OES) and by a PR Officer (PES). This continues the tradition and form of EC WW.

The exact same pattern is being established in Continental Liaison Offices.

Wherever there is a Continental Liaison Office this pattern is being repeated. The Continental EC and all its staff and offices will operate as the Management Bureau of the CLO.

THE PATTERN OF REPORT, 10%S, STAFFS REMAIN UNCHANGED.

Where a Continental EC exists without a CLO, the Continental EC remains as before. When a CLO is established there it becomes part of the CLO's Management Bureau.

As all orgs are now moving onto the Executive Director pattern, WW and Continental ECs must also assume that pattern.

A Bureaux Liaison Officer will be established in your org. At the moment he double-hats also as LRH Comm. The Bureaux Liaison Officer (in the LRH Comm Dept) is the one channel to CLOs which are the one channel of command for orgs.

The Management Bureau will be manned mainly by Scientology org personnel, not SO personnel.

An Emergency Officer exists in the Management Bureau to handle hot and urgent cope actions.

The Management Bureau coordinates with the CLO all projects and orders so that a single channel exists.

WW REMAINS A STABLE TERMINAL AS ALWAYS.

THE REPORT, 10% AND CONTINENTAL EC %s LINES REMAIN AS ALWAYS.

NOT EVEN PERSONNEL HAS CHANGED.

The significant change is the fact of a single channel coordinated control line to orgs. In this way an org does not have a multitude of seniors and is not battered by conflicting orders.

The advantages are many. Being a part of a CLO trained SO Missions and the Action Bureau can be used by WW and Continental ECs to help put things right.

So a single channel line and full coordination is the watchword.

We are about to release the hottest Admin Tech ever developed.

Behind that is waiting hot case tech.

So get your house in order.

And continue to answer up to Continental ECs and WW. The SO is right on the same line all over the world.

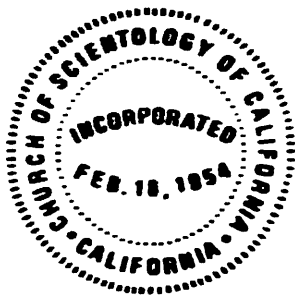
I'm fulfilling a promise made to take so many seniors off the backs of orgs. Here it is: You to Bureaux Liaison (LRH Comm) in the LRH Comm Dept in your own org -- then straight to your nearest CLO and you'll reach all seniors at one go.

You're welcome.

Love,

RON

L. RON HUBBARD
FOUNDER



LRH:mes:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 134 INT

16 December 1970

To: All Staff
Auditor Article

Subject: PERSONAL COMM LINES

There are five personal lines that come to me - SO No. 1 - letters from the public or SO or Scn staffs, petitions, Thursday Reports, Students Reports and Daily Reports from the immediate area.

Some SO No. 1s and petitions do not reach me but are locally handled. This has to be since the volume is staggering. The data in these is briefed and answers are written for approval and signature and any that are not what I would answer are rewritten with what my answer is. This has to be because TIME would make it impossible for one person to handle such volume. It takes up to a score of people in Continental Offices and orgs and at Flag to answer these SO No. 1s and petitions from over the world.

Opposition in press over the years has never affected this line's volume.

The earliest days of Dianetics brought mail bags full of mail daily and the volume has if anything risen over the years.

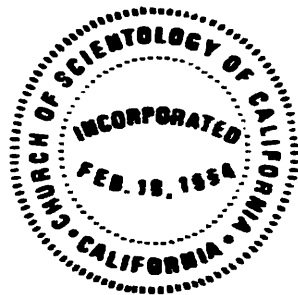
Writers on SO No. 1 and petition lines, like Daily Reports, Thursday Reports and Students Reports, are immune from discipline.

The high theta volume of these lines is itself tremendous.

I feel quite humble receiving all these lines and wonderful communications. It could be I have more friends than anyone else on the planet. But whether that's a fact, it is very certain that I love and appreciate them all.

RON

LRH:nt:gal



L. RON HUBBARD
FOUNDER

NOTE: In 1974 LRH changed the line, and replies are no longer proposed in the field. LRH ED 346 THE SO #1 LINE fully applies.

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 131 INT

8 December 1970

To: OESS

URGENT

Subject: LIFE REPAIR BLOCK

THERE IS NO POLICY THAT REPAIR/SW MUST BE DONE ON ALL PCs.

There is Class VIII tech concerning unnecessary reviews and unnecessary repairs.

Many orgs report their lines jammed by "having to do FESSs and Life Repairs before permitting any auditing". This was called to attention in a recent HCOB 6 October 1970 C/S Series 19.

An examination of jammed flow lines in Academies and HSDCs from information available in the Flag Data Bureau reveals that Folder Error Summary and LIFE REPAIR auditing requirements are being used to forbid auditing and not deliver course student co-auditing as promised.

This may not apply to all orgs. But someone somewhere is pushing FES and Life Repair as senior policy. It is not. The senior policy is "deliver what was promised".

The neglect of making new auditors and failure to get in the Auditors Association Project gave orgs auditor scarcity.

Orgs have only 2 major final valuable products. One is well trained auditors. The other is satisfied pcs.

There is no policy designed to prevent these two final valuable products from occurring. Tech and Admin policy exist only to assist making these two products IN VOLUME.

Applying new tech in such a way as to jam production is of course counter-purpose.

With 20 years of valid valuable tech, I do not know why orgs instantly push all new tech into the showcase and discard all the "old" tech. New tech is NOT released because existing tech doesn't work. It is released to raise man higher.

One auditor in Texas for 10 years (1950 to 1960) used DMSMH and his 1950 course only to conduct a fine flourishing practice.

By never getting in what is already there, orgs seek to ride a PT line.

In Mid 1970 I had to enforce the existence of all earlier tech by a reissue of the Gradation Chart.

To many orgs all this looks like new tech!

Despite the apparent upset, it has been necessary to restore technology.

In 1969 we refined and restored Dianetics. All right it was a great success. Why did orgs then suddenly drop Scientology?

There was in fact a tape and an LRH ED which said NOT to drop Scientology actions.

In 1970 it was found that Scn actions had been dropped, not in 1969 but earlier by saying "that's old", "we don't do that now", "you're studying just for historical background", all entered in without reason. So we restored the whole of Scientology.

The 1965 Gradation Chart WAS NEVER OUT but it was so considered in some areas. So we refined it and got it in again.

Now, new ways to get case gains realized, FES and Progress and Advance, is being used apparently to stop student co-auditing according to reports to hand.

You see what is happening. Tech keeps getting lost and when one tries to restore it, the effort is then used to slow the lines.

The policies I am operating on are:

KEEP ALL TECH IN AND USED.

TRAIN AUDITORS IN DIANETICS AND SCIENTOLOGY WHO CAN AUDIT.

TURN OUT PCs WHO HAVE ACHIEVED GAINS.

BECOME SOLVENT ENOUGH TO EXPAND SERVICE.

DELIVER WHAT WE PROMISE.

Anyone setting policy contrary to those things or saying policy has been set so they can't be done is shoving a spoke in the wheels.

So knock off "you can't co-audit on course because nobody has done your FES, LIFE REPAIR and SW". THERE IS NO SUCH POLICY.

If you have people around who have to stop things send them out to stop Smersh and let's get on with making student lines and pc lines flow.

The only way you can get in real trouble is to violate the senior policies I have put in capitals above.

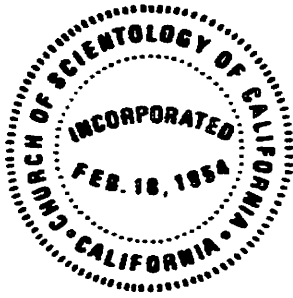
Right now there is newer tech on Flag than is in use anywhere. It can completely handle a psycho in 4 to 8 hours. It requires flawless auditing.

It requires well trained auditors trained ON WHAT YOU NOW HAVE.

So help me out.

Ask yourself, "What would I have to do to unjam student and pc flow lines and achieve the final valuable products listed above?"

Ask yourself, not the staff, that question. Answer it and order it and DO IT.



L. RON HUBBARD
FOUNDER

LRH:rr:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 130 INT

19 November 197

To: All staff

Subject: NEWS

NEW COMMAND CHANNELS

To relieve orgs from the burden of receiving orders from many different bosses (some say there are as many as 29 senior bodies) a new command channel pattern is being set up.

A Central Authority for each area has been established over the last few months which channels all orders in one channel to the org.

These are called Continental Liaison Offices.

All US orgs are now under the US LIAISON OFFICE
811 Beacon Ave,
Los Angeles,
California, 90057,
U.S.A.

This includes the EC Continental which will become part of it as EC Continental section Branch 19 USLO.

All European and South African organizations now come under

EUROPEAN LIAISON OFFICE,
Vesterbrogade 65^{II},
Copenhagen V,
DENMARK.

ECEU is now in its EC Continental Branch 19, EULO.

An African Liaison Office is being organized and until it is South Africa may continue to contact WW.

All UK and ANZO orgs now contact the UK Liaison Office of which EC WW is now a part in EC WW Section and EC UK/ANZO section Branch 19 UK LIAISON OFFICE.

STATISTIC CABLES GO EXACTLY AS BEFORE. THERE IS NO CHANGE.

DATA

The assembly of all available data in a Continental Liaison Office and a coordination with Flag programmes will make for far more direct and sensible programmes based on the actuality of the existing scene in orgs.

A new system, long in development, is now going into full use by which data is properly evaluated.

You will some day have a Bureau Liaison Officer in the Dept of the LRH Comm who will be the single channel from your end of it.

This makes then a very smooth and effective global network.

Keep on as you're going for the moment. This is just news of what's happening.

FEBC

The large number of students now on the Flag Executive Briefing Course will in due time be returning to the orgs which sent them as Executive Directors and LRH Comms and HCO Secretaries.

The record of FEBC Graduates is excellent. They really get the stats up and the staff paid and the orgs producing.

Until they return it is up to orgs to keep the show on the road.

ORG BD

The Org Bd in use in the Liaison Offices and a new Executive Org Board which goes in when an executive director exists for the org is almost exactly the 1967 HCO P/L org bd. You are using it now with only minor changes.

The Executive Director runs the org through HCO on this board.

HOW YOU CAN HELP

Get the org bd you have properly posted and get hats issued and fully checked out.

Get your Auditors Association going locally so you have an adequate tech staff pool.

All over the world demand by pcs and students is far higher than delivery.

It takes tech staff to deliver.

THE PRODUCTS OF AN ORG ARE COMPLETED, SATISFIED PCs AND SKILLED AUDITORS.

THE GROSS INCOME IS THE PRODUCT OF RISING GROSS DIVISIONAL STATISTICS.

You can help by really pushing for those two things, the product of the whole org and rising GDSes.

This will let us get the command channel in, Executive Directors on post.

When we have this done we will be ready for a sweeping expansion in every area.

We have back all our Tech, our Tech of Admin (Policy) and serious plans for expansion.

Smersh is folding up. We intend to drive right on fast and hard.

Tough years of opposition delivered into our hands the know how and veterans in the driver's seat.

You can help by holding the fort and keeping things going until we can get the whole show on the road.

We are the wave of the future.

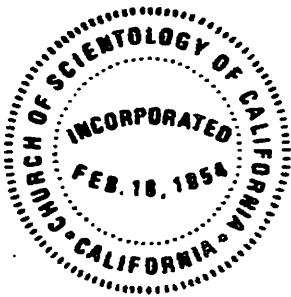
We're right on schedule.

It might not look hopeful from where you are but it sure looks good from here.

Love,

RON

L. RON HUBBARD
FOUNDER



LRH:kjm:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 129 INT

4 November 1970

To: LRH Comm - HCO ES

From: RON

Subject: ORG ABERRATION RESULTS

Reference: LRH ED 123 INT of 4 September 1970
ORG MGMT PGM No. 2

The enthusiastic and rapid compliance with the surveys asked for in LRH ED 123 INT are most appreciated.

Orgs indicated where social aberration had gotten into them very clearly.

A compilation of the data sent was made up by LRH Personal Communicator, Ken Urquhart.

The most aberrated areas stated by those orgs after compilation here turned out to be:

HIRING
TRAINING
APPRENTICESHIPS
UTILIZATION
PRODUCTION

in that order.

Justice and Morale were also on a few lists lower down the line.

The heaviest were Hiring, Training, Apprenticeships and Utilization.

Production (on which the org reputes and income depend) was not seen as vital as it should have been, though obviously down.

Conclusions

In "Problems of Work" (a book very important to staff members) and in the Stable Terminal Policy Letters we find that confusions are handled from a stable terminal.

If there are aberrations in the society which should be barred out of orgs, it would have to be done by making (a) the Org a stable terminal and (b) each post a stable terminal.

This would be the buffer that would 1. Keep the org sane and 2. Keep staff members happy.

As to production to better a product, Organize! See the current Org Series Pol Ltrs for more data as they come out.

Thus that orgs have let in social aberration and themselves become somewhat aberrated is evident from responses.

The areas chosen show that

Recruitment
The Org Bd
Hating Actions
Hat Training

are the prime offenders.

The Division which takes care of these functions and sees that they are done is Div 1 HCO.

We therefore conclude that HCOs have not done their job and are not doing their job and in the future MUST do their job.

Historical

HCO was originally organized as the division I used to operate the org. The HCO Area Secretary was looked on as my secretary.

When I began to use LRH Comms HCO became less used and ceased to fully function.

In 1965 HCO apparently found it easier to use Ethics than to hat people.

Ethics came in, org bd and hats went out and there went the stability of orgs and in came social aberration.

Remedy

An org needs a fully trained Executive Director (Flag Executive Briefing Course) who uses HCO to run the org.

We have a new org board called the "Executive Director Org Board" which is different only in that HCO is used as the senior division to run the org. HCO is simply drawn two or three inches higher than the rest of the division and the Executive Director keeps it manned and doing its job.

You can get an Executive Director and meanwhile man up HCO and force it to do its full job. You don't have to wait for a trained Executive Director to get this situation in hand.

Functions

All too often we see a Class VIII with no OEC posted as HCO ES.

This is very bad utilization.

You need an Org Exec Course HCO ES and HCO Area Sec.

HIRING

HCO is the recruiting division and should be hiring people. Only about 60% of those hired will make the grade so hiring has to be continual.

One MUST overhire in order to have people.

HCO must NOT use the org as a personnel pool. To man a new function one does NOT unmock another division. ONE HIRES NEW PEOPLE.

The Auditors Association Project is a correct personnel pool for technical staff.

The Academy and courses are other personnel pools. A going division is NOT a personnel pool.

A wrong way to put an HCO there is to unmock Div 4 and 5 and post HCO. A right way to put an HCO there is for the HCO ES to recruit one from outside the org, hat them, train them. Replace a good staff member with a recruit trained on that post and put the good staff member on as HCO Area Sec. Make HCO into a trained Hatted TEAM.

HCO then recruits, hats, sees to training and puts the org there.

Cure

The cure for this aberration is then an HCO that knows its policy and does its job.

UTILIZATION

Without an HCO the Org Bd is not properly posted up and posting itself becomes unreal.

An HCO that doesn't post tech people in Tech and Qual and Admin Trained people in IX, I, II and Finance people in III and Admin and PR people in the public divs is not doing its job.

When HCO lets 3 unused people loaf around one division and undermans another it is failing.

HCO keeps the Org Bd adjusted and posts manned.

APPRENTICESHIP

Staff members as deputies IN TRAINING for a post are vital.

But the most vital posts for IN TRAINING status are tech and Qual posts.

Putting a green, unhatted, untrained staff member abruptly on a post with no groove in can be quite destructive.

TRAINING

We have a lot of training outnesses. The most basic of these is the HCO Hat Check. These MUST be done.

There not only have to be hats (defined now as write ups, checksheets and packs for the post) but they have to be checked out.

We have got to step up ALL training QUALITY. Training consists of a trained training personnel who can train, the materials from which to train and the use of training drills and know how and two way comm with students to clean up their studies.

By failing to make a Good auditor on a course we are undermining the entirety of Scientology.

But the most gross outness in orgs in training is the FAILURE OF CASE SUPERVISORS TO TRAIN THEIR STAFF AUDITORS.

We never used to take a staff auditor off a course or out of the field and expect him to audit well for the org. Instead we trained him up. And the Case Supervisor then ORDERED THE AUDITOR TO CRAMMING FOR EVERY FLUB, giving the materials to be crammed. We have never had flubless auditing emerge unless we did this.

Case Supervisors who accept a flub without ordering cramming on it are in treason, no less.

For here's what happens: A whole area subjected to flubby auditing begins to doubt the possibility of results and ceases to try for a good product. This results in no student enrollments and a field of flubbed pcs.

Failure to force flubless auditing in puts an area into doubt. Income goes low and recruitment becomes difficult. The org tries to go total income oriented, loses its HCO "for economy", the org packs up.

To reverse this flow:

BUILD AN HCO and make it Org Bd the org and make the org know the org bd. Recruit. Hat. Train. Get in On Post Training. Utilize the people. Produce.

Action

Therefore, by the evidence of responses from orgs, orgs must begin a de-aberration program.

The key is an HCO that actually does its job.

It could be that HCO stats of letters is wrong. We will work this out and give HCO stats like total hats issued and checked out, etc. But this needn't halt our action now.

We must get HCOs doing something useful instead of using ethics.

Course Supervisors must get on the ball.

Case Supervisors must continue the action of cramming for every flub.

Coincidentally, every recently issued HCO Policy Letter gives know how on Personnel and Organization and should be checked out and followed.

Thank you for all the work that went into this survey.

GET IN A TRAINED HCO.

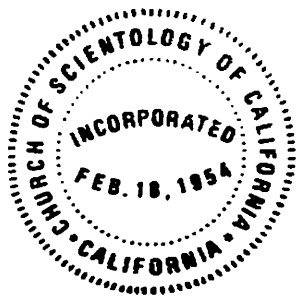
SEND IN AN EXEC DIRECTOR FOR TRAINING.

COPE while you organize.

And the org will de-aberrate swiftly.

Love,

Ron



L. RON HUBBARD
FOUNDER

LRH:sb:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 128 INT

27 September 1970

To: All Staff
LRH Comms

From: RON

Subject: THURSDAY REPORTS

Reference: LRH ED 27 INT
LRH Comm Staff Pgm No. 1
Any other ED.

I do appreciate your Thursday Reports.

These reports are continued, despite the expiry of LRH ED 27 INT LRH Comm Staff Pgm No. 1.

You have no idea how much help these have been in advising of local conditions and keeping in comm with the actual org scene.

I like to hear from you and appreciate what you say.

It has been possible to change many things for the better because you observed and reported these situations.

Your Thursday Report data is integrated into the general overall scene.

Some immediate and direct results of your Thursday Reports have been

- (a) A general effort to restore staff auditing.
- (b) The Auditors Association Pjt for your area so you could get auditors and FSMs.
- (c) Serious reforms to attain decent staff pay levels.
- (d) The discovery that Scientology tech had dropped out of full use.
- (e) The revelation of the numerous command channels under which your org operated and the evolving of the Bureaux single channel command line which is now being organized.
- (f) The discovery that HATS had become unknown and needed redefinition as a checksheet and pack and the reissue of hats and training in them.

While no Thursday Report gave these as concrete suggestions the outnesses noted in Thursday Reports gave the need to resolve situations and the (a) to (f) above were seen by me to be very needful.

FORMAT

The Thursday Report should give

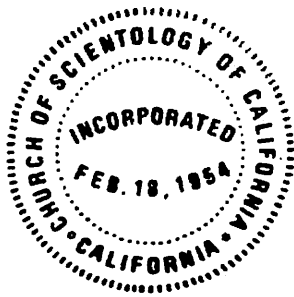
- (A) Production personally accomplished since last Thursday.
- (B) Org outnesses noted.
- (C) Org outnesses personally corrected.
- (D) Personal progress made in personal training and processing.

Gradually little by little things are moving back to where they should be, in no small part due to your Thursday Reports to me.

Thank you.

Love,

RON



LRH:sb:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 126 INT

22 September 1970

To: LRH Comm
EC
All staff

From: RON

Subject: WHY ORGS SAG

Reference: LRH ED 123 INT	Org Management Pgm No. 2
HCO PL 29.8.70	Personnel Series No. 1
Issue I	PERSONNEL TRANSFERS CAN DESTROY AN ORG
HCO PL 29.8.70	Personnel Series No. 2
Issue II	PERSONNEL PROGRAMMING
HCO PL 29.8.70	Personnel Series No. 3
Issue III	RECRUIT IN EXCESS
HCO PL 30.8.70	Personnel Series No. 4
	RECRUITING ACTIONS
HCO PL 10.9.70	Personnel Series No. 5
	TRANSFERITIS
HCO PL 12.9.70	Personnel Series No. 6
	TRAINING
HCO PL 13.9.70	Personnel Series No. 7
	HATS - VITAL DATA
HCO PL 16.9.70	Personnel Series No. 8
	ETHICS AND PERSONNEL
	(Applies to E/Os)
HCO PL 15.9.70	EXEC RESPONSIBILITY FOR TRAINING STAFF
HCO PL 13.9.70	Organization Series No. 1
	BASIC ORGANIZATION
HCO PL 14.9.70	Organization Series No. 2
	COPE AND ORGANIZE
HCO PL 14.9.70	Organization Series No. 3
Issue II	URGENT: HOW TO ORGANIZE AN ORG
HCO PL 22.9.70	HATS

The WHY, the real WHY behind org sags and troubles and why the 10 3rd Dynamic group aberrations of the society can invade an org (as given in LRH ED 123 INT) is our loss of and failure to expand and follow up the full use of hats.

HATS

We developed the whole idea of "hats". It is even our term.

During the earlier periods of expansion HATS were in heavy use. We had a Hats Officer. We had a drill to collect hats and reissue at any transfer. A person leaving couldn't even collect his pay unless he turned in his hats.

All the know-how of Scientology Admin operates as a buffer to society's aberrations.

That know-how contained in HCO Policy Letters kept our orgs sane.

When it went out the aberrations of the society could move in.

Earlier on there were not so many PLs. They were kept loose in post hats.

We attained much more material. In 1966 I appointed Divisional Organizers at WW. They were supposed to collect all this up per division. They did not collect and issue PLs but tried to run divisions.

In other words there was a failure to break down policy into divs and disseminate it to orgs.

Enough trained personnel existed to keep it running for awhile. But hats started to go out in several orgs. And as new personnel came on they had a huge mass of policy but they had no breakdown of it into exact hats.

The new 1965 org board (like the Class & Grade Chart in tech) was never gotten in, really in, in terms of post hats.

This omission cost us our 3rd Dynamic tech.

There went high pay, good facilities, good quarters, top quality service.

All the know-how was in the file cabinets. It was not specialized into post hats. It was not checked out on staff members.

Wide checking has established this lack of full post hats known on every post as the reason WHY wherever stats are down.

In support of this when I issued the LRH No. 1 Programs and where they were checked out fully in an org on its staff members, the org stats tended to recover. Those No. 1s were actually generalized hats of a kind.

Where the No. 1s weren't checked out well on the whole staff, nothing happened.

Wide checking of various gross divisional stats in orgs where they were down showed behind them a total ignorance of any PLs related to how to get them up and no real hats.

As an org's stat was down, its pay and appearance did not attract new recruits and PLs on recruiting weren't known either. Key posts then were left empty. This strained other posts and even more org posts were emptied.

Fewer people to wear hats and no hats anyway.

The 10 points given in LRH ED 123 INT could then become aberrated.

THE ROAD BACK

A HAT is now redefined as a write up of the post, a checksheet and a pack.

It is fully checked out on the staff member. He also gets full credit for it in terms of study points.

An Executive is responsible for all his juniors having hats (defined as above) and that they are checked out on them fully.

HCO apparently found it easier to assign a condition than prepare a hat and check some one out. HCO is responsible for solving the problems of the org by heavy recruiting and hats, not Ethics.

Dept 13 Qual must be organized to program and oversee the training of and AUDIT STAFF MEMBERS. It is to push home the idea of HATS mean full checksheets and packs for the hat.

Div 2 must bring its Mimeo Files up to date so it can make checksheets and packs for hats as well as course materials. People have to be recruited and put on this action and they themselves must be checked out on the relevant PLs that give you a mimeo section and files.

Flag is flat out providing post hat checksheets. Do not wait for them. Get your own. And get your Mimeo Files up to date so you can make hat packs.

Scheduling has to be done to permit staffs time to study and time to get audited.

This is the road back - (a) recruit, (b) get full hats that consist of a checksheet and pack per hat, (c) train people in on their hats fully.

Until that time cope.

It will take awhile. The 1965 org bd was never grooved in, its posts never given their hats totally.

No new staff member could be expected to confront the totality of our know-how. It needs to be selected out for each post. And he sure can confront that part of it that applies to his own hat.

An org will get smaller or stay small and poor until every staff member in it has a full hat consisting of write up, checksheet and pack and knows that material and is applying it on his post and producing.

This is THE ROAD BACK TO THE IDEAL SCENE.

It may be a bit to confront as there's a lot of work in it.

An executive harrassed by all the local noise may believe he has many more pressing things to do. But if he will just haul up for a moment and look under that stat he will find the staff he is ordering (a) inadequate in number (b) ignorant of the first elements of the data that applies to the action. (c) Without full checksheets and packs for their hats. And there is where the noise is coming from.

There is no valid reason whatever why a staff member should not be well audited, well paid, well trained.

There is no valid reason why the org's products of pcs and students should not receive top grade level service.

The WHY is totally contained in losing our tech of Admin as well as our tech of auditing and training.

The WAY we get it all back is to recruit and fully HAT a staff and define that hat as a write up, a checksheet and a pack.

To eradicate the 10 points of 3rd Dynamic aberration out of an org all we have to do is work industriously to get in and then MAINTAIN Hats and people fully trained on them.

EXPANSION

Some people who do not know policy knowledge believe public demand or state of mind influences org expansion. It does not. There is not one Gross Divisional Stat controlled by the public. They are ALL under the control of the org.

The "enemy" was quite loud and impudent for a while. This was effective only on staff morale. It did not reduce public demand.

The majority of the unholy dozen are out of the running, ruined, insane or dead.

This is not an actual barrier now. While it may still ebb and flow we are following a policy of full speed ahead.

What is actually holding us back is loss of our post admin know-how and losing sight of its value.

We expand as we determine to, not as we are prevented.

It has taken me 13 months of hard study of field data and orgs, including Missionaire reports and your Thursday reports to isolate THE why.

And this is it.

HATS INCOMPLETELY DEFINED AND NON-EXISTENT.

That even lies back of our loss of auditing tech. The Exec hats that would have kept it in were not only not worn, they were not even compiled.

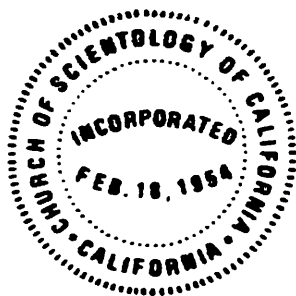
So if we continue to cope with things and spend part of our time each day in organizing hats and getting them worn we will come right out of it.

We are not bad off. We have coped. But we must not continue only to cope.

We must recruit, compile hats and train people on them and so get things rolling.

We don't need any miracle from above.

We need HATS.



L. RON HUBBARD
FOUNDER

LRH:sb:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 126 INT

14 September 1970

PLEASE CONTINUE YOUR THURS RPTS. ARE ALWAYS
APPRECIATED AND VERY VITAL. COVER THE SAME POINTS
BUT MAKE D FOR STAFF PGM NO 2.

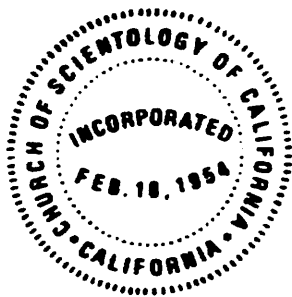
- A. Org actions personally accomplished
since last Thursday.
- B. Org outnesses noted.
- C. Org outnesses personally corrected.
- D. Progress made on Staff Programme No. 2

13092RED

LOVE,

RON

L. RON HUBBARD
FOUNDER



LRH:ka:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 125 INT

6 September 1970

To: OES
Tech Sec
Qual Sec

From: RON

Subject: THE TECH SEC PGM (HGC) No. 1

References:

- (1) LRH ED 120 INT Auditors Assn.
- (2) HCO PL 10 July 70 Training Requirements Eased
- (3) LRH ED 113 INT Flubless Auditing
- (4) LRH ED 123 INT Org Mgnt. Pgm. No. 2
- (5) HCOB 21 Aug 70 Session Grading, Well Done, Definition of
- (6) C/S Series
- (7) HCO PL 16 Apr 70 Tech Services Issue II
- (8) SO ED 66 INT How to Get in Tech Services for Service and Delivery to Academies 29 June 70

PGM PURPOSE: To Improve Org.

MAJOR TARGET: To Produce And Deliver Tech.

PRIMARY TARGETS:

- 1. OES (or Tech Sec if one exists) to assemble above from LRH Comm or HCO or own files.
- 2. Person doing this Pgm to allocate one hour each day at a specific time each day to get this Pgm in.

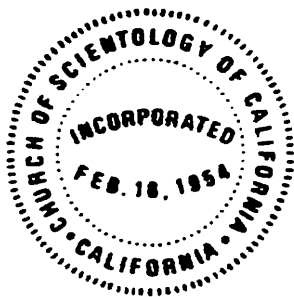
OPERATING TARGETS:

- 1. Hire auditors.
- 2. Insist on getting the AUDITORS ASSOCIATION LRH ED 120 INT activated and functioning to give you an auditor's pool.
- 3. Insist on staff and staff staff auditors delivering 5 well done auditing hours a day or 25 hours a week if on full pay evening and week-end. See HCOB 21 August '70 Session Grading, Well Done, Definition of.
- 4. Be sure E-Meters are used and obtained (these are in full supply now in any area).
- 5. Reestablish the Class HGC Auditor who is retained in the Tech Div to really groove him in.

6. Get in HCO PL 10 July '70 Training Requirements Eased, so students will audit for HGC for Honors.
7. Get in LRH ED 113 INT on Flubless Auditing.
8. Have extra auditors who are retained to HGC Class on call to take care of expansion and contraction of incoming pc flow.
9. Get C/S checked out fully on C/S Series.
10. Provide auditors for staff staff auditing Dept 13.
11. Get in Tech Services by getting it manned. (See HCO PL 16 Apr '70 Issue II Tech Services.) (See SO ED 66 INT 29 June '70 How to Get in Tech Services for Service and Delivery to Academies.)
12. Get any Advance Reg (or backlog pcs) being pulled in by Tech Services and scheduled.
13. Furnish trained auditors Class III or above to Div 5 ARC Brk Section.
14. Get Div 6 and Pub Div people and Registrar and Div 2 people informed fully of your auditing successes above and beyond success stories. AND FORCE THE PUBLICITY OF WHAT YOU REALLY DO IN HGC.
15. Force public sales for and utilization of HGC by Letter Reg, Registrars and Public Divs.
16. Actively procure pcs to audit by expanding Tech Services and looking in on Pub Div crses.
17. Maintain high quality tech in high volume.

PGM CODE: TSPgm No.#1

PGM COMM: Via LRH Comm WW to CS-5 Flag.



L. RON HUBBARD
FOUNDER

LRH:sb:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 124 INT

5 September 1970

To: PES
Registrars
Letter Registrars
OES
Dissem Sec

From: RON

Subject: WHAT THE PUBLIC DEMANDS

Earlier this year we surveyed what the public was asking for during a certain period in each continental area.

These numbers should be used with caution as they largely reflect what the registrar was pushing or the magazine was advertising.

These however are of use in that you can

- (1) GET SUCCESS STORIES ON THEM
- (2) PUSH THEM with some possibility of good response.

Public demand is not our current problem. DELIVERING rapidly and in good quality is. Our delivery is far less in quantity than demand.

So this gives us also a table we can use somewhat to establish what to deliver.

If each staff auditor did 25 well done hours a week and each course supervisor demanded 1500 points a week and if you have auditors, supervisors and tech services you can deliver. An Auditors Association as per LRH ED 120 INT gives you a personnel pool to draw from for delivery and HCO should hire other Admin personnel to keep the org going. A new Dept 13, Personnel Enhancement keeps the staff audited.

DEMANDS BY AREA

(Table taken for a short period. Does not include all orgs.)

(Table is the number of people asking for the service.)

UNITED STATES

1. HAS - 1497
2. Special Intensives - 710
3. Dn Hours of proc. - 674
4. Academy level training - 531
5. HGC Grade processing - 528
6. HSDC - 412
7. HQS - 402
8. Scn processing - 313
- 8a. Group processing - 302

10. Scn. triples - 196
11. Dn. triples - 143
12. SHSBC - 60
13. Power - 41
14. Minister's Course - 2
15. Money process - 2
16. Finance Course - 2
17. Cl V Interneship - 2
18. Cramming, Review, HGC interneship, OEC, HDG, HSDC & HAA package, HAS Co-audit, Public Speaking Course - 1

UNITED KINGDOM

1. Dn processing - 55
2. HSDC - 33
3. Special intensives - 21
4. HAS - 20
5. Scn. processing - 6
6. Scn. triples - 6
7. Academy levels training - 8
8. Academy package - 8
9. HGC grade processing - 6
10. Dn. triples - 4
11. HQS - 4
12. Psychosomatic intensive - 1
13. Money course, co-auditing, tape plays, mini course - 1 ea.

EUROPE

1. Dn proc. - 196
2. HAS - 95
3. Scn proc. - 94
4. Special intensives - 80
5. Scn. triples - 40
6. HSDC - 37
7. Academy training - 27
8. HQS - 27
9. Scn. grade proc - 24
10. Academy package - 23
11. Power - 7
12. SHSBC - 5

AFRICA

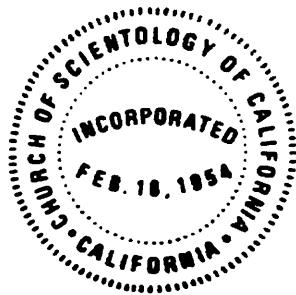
1. Dn training - 20
2. Dn training - 15
3. Scn. processing - 6
4. HAS - 6
5. Academy training, academy package, Scn. triples - 3
6. HGC grade processing - 2
7. Dn. triples - 2
8. Special intensives - 2
9. HQS - 1

ANZO

1. Dianetic auditing - 254
2. HSDC - 85
3. Dianetic triples - 81
4. HAS - 46
5. Special intensives - 45
6. HQS - 24
7. Scn triples - 23
8. Scn processing - 7
9. Academy training - 5
10. Academy package - 3
11. Target course, conditions course, group processing, co-audit, extension course, tape plays - 1

PLEASE NOTE THAT THIS SURVEY REFLECTS CONDITIONS BEFORE EXPANDED GRADES WAS ANNOUNCED BUT WOULD STILL REFLECT PUBLIC DEMAND.

That a person asks for Dianetic Auditing does not prevent anyone from selling it to him and still using Scn Rudiments and Repair and actually completing his full Dianetic Grade.



L. RON HUBBARD
FOUNDER

LRH:sb:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 123 INT

4 September 1970

URGENT IMPORTANT

To: LRH Comm - HCOES

From: RON

Subject: ORG MANAGEMENT
Program No. 2

Reference: Data Series PLs
Personnel Series PLs

This Program contains the WHY of orgs departing from their Ideal Scene.

Although this material will be covered very fully in future HCO PLs and HCOBs it is SO IMPORTANT TO YOUR ORG THAT I MUST GET IT TO YOU AT ONCE.

ELEMENTS OF DESTRUCTION

Our culture and society has bred into it certain exact elements of destruction which are the psychoses of our modern world.

These elements by contagion can enter into our orgs.

If we can identify and recognize these elements and handle them we can expand our organizations so swiftly that we have every chance of achieving planetary freedom.

On the third dynamic certain definite factors are the subject of enormous aberration.

If we can handle these in our orgs we will rocket up to third dynamic pre-eminence.

1. HIRING

The society is running a massive can't have on the subject of people. Automation and employment penalties demonstrate an effort to block out letting people in and giving them jobs. Confirming this is growing unemployment and fantastic sums for welfare - meaning relief. 50% of America within the decade will be jobless due to the population explosion without a commensurate expansion in production. Yet production by US presidential decree is being cut back. War, birth control are two of many methods used to reduce population. THIS THIRD DYNAMIC PSYCHOSIS IS A REFUSAL TO EMPLOY PEOPLE.

2. TRAINING

Education has fallen under the control of one-worlders, is less and less real. Data taught is being taught less well. Less data is being taught. School and college unrest reflect this. Confirmation is the deteriorated basic education found in teenagers such as writing. Older technologies are being lost in modern rewrites. THIS THIRD DYNAMIC PSYCHOSIS IS A COVERT REFUSAL TO TRAIN.

3. APPRENTICESHIPS

The most successful industries, activities and professions of earlier centuries were attained by training the person as an apprentice, permitting him to understudy the exact job he would hold for a long period before taking the post. Some European schools are seeking to revive this but on a general basis not as an apprentice system. THE THIRD DYNAMIC PSYCHOSIS IS A DENIAL OF ADEQUATE EXPERIENCE TO SUCCEED.

4. UTILIZATION

In industries, governments and armed services as well as life itself, personnel are not utilized. A man trained for one thing is required to do something else. Or his training is not used. Or he is not used at all. THE THIRD DYNAMIC PSYCHOSIS IS FAILURE TO UTILIZE PEOPLE.

5. PRODUCTION

Modern think is to reward downstats. A person is paid for not working. Governments who produce nothing employ the most people. Income tax and other current practices penalize production. Countries which produce little are given huge handouts. War which destroys attains the largest appropriations. THE THIRD DYNAMIC PSYCHOSIS IS TO PREVENT PRODUCTION.

6. PROMOTION

Promotion activities are subverted to unworthy activities. True value is seldom promoted. What one is actually achieving gets small mention while other things are heavily promoted. Reality and PR are strangers. THE THIRD DYNAMIC PSYCHOSIS IS UNREAL OR NON FACTUAL PROMOTION.

7. SALES

Sales actions are unreal or out of balance. Clumsy or non-functioning sales activities penalize producers and consumers. In areas of high demand sales actions are negligible even when heavy advertising exists. This is proven by the inability to sell what is produced even in large countries so that production cut-backs are continual threats to economies and workers. A population goes half fed in times of surplus goods. With curtailed car factories a nation drives old cars. With a cut-back construction industry people live in bad houses. Sales taxes are almost universal. THE THIRD DYNAMIC PSYCHOSIS IS THE IMPEDING OF PRODUCT DISTRIBUTION TO POTENTIAL CONSUMERS.

8. FINANCE

One's own experience in finance is adequate to demonstrate the difficulties made with money. THE THIRD DYNAMIC PSYCHOSIS IS THE PERVERSION OF FINANCE.

9. JUSTICE

Under the name of Justice, aberrated man accomplishes fantastic injustices. The upstat is hit, the downstat let go. Rumours are accepted as evidence. Police forces and power are used to ENFORCE the injustices contained 1 to 8 above

Suppressive justice is used as an ineffectual but savage means of meeting situations actually caused by the earlier listed psychoses. When abuses on 1 to 8 make things go wrong, the social aberration then introduces suppressive injustices as an effort to cure. Revolt and war are magnified versions of injustices. Excess people - kill them off in a war. THE THIRD DYNAMIC PSYCHOSIS IS THE SUBSTITUTE OF VIOLENCE FOR REASON.

10. MORALE

A continuous assault on public morale occurs in the press and other media. Happiness or any satisfaction with life is under continuous attack. Beliefs, idealism, purpose dreams are assaulted.

Any action which would lead to a higher morale has to be defended against the insane few. THE THIRD DYNAMIC PSYCHOSIS IS A DETESTATION OF HIGH MORALE.

The COMMON DENOMINATOR of all these insanities is the desire to SUCCUMB.

Insanities have as their end product self or group destruction.

These ten subjects gone mad are the main points through which any group SUCCUMBS.

THEREFORE, these ten points kept sane guarantee a group's SURVIVAL.

EXAMPLES

Seeing all this in one example permits one to see that these third dynamic insanities combine to destroy.

A. Believing it impossible to obtain money or make it, a firm cannot hire enough people to produce. So has little to sell, which is badly promoted and is not sold so it has no money to hire people.

B. Needing people for another job the firm robs them from a plant which then collapses and fails to make money so no new people can be hired. This reduces production so people have to be dismissed as they can't be paid.

C. Persons are in the firm but are kept doing the wrong things so there is little production and no promotion or sales so there is no money to pay them so they are dismissed.

D. A new product is put in. People to make it are taken from the area already making a valuable product which then collapses that area and there is not enough money to promote and selling fails so people are dismissed.

The examples are many. They are these same ten factors in play upon a group, a firm, a society.

SANITY

A group's sanity depends on these ten points being kept straight. Just as they decay a group run wrong so they will build a group to POWER if run right and kept in good action.

In a period of "population explosion" a group which can continue to RECRUIT, TRAIN, GROOVE IN, UTILIZE, PRODUCE, PROMOTE, SELL, FINANCE ITSELF, HOLD UP REAL JUSTICE AND MAINTAIN HIGH MORALE will rise to power above any other group.

The theta of a group (its life or esprit) grows in survival and power if it can keep these points in.

Therefore it is of vast importance to

- (a) Push these points of aberration out of a group and
- (b) Enhance the ten survival actions which perpetuate and increase the group.

Our first action is concerned with eradicating the bad side and deaberrating the group.

PURPOSE: TO DEABERRATE YOUR ORG.

MAJOR TARGET: TO ISOLATE AND ERADICATE THE POINTS WHERE THE SOCIAL ABERRATIONS HAVE SUPPRESSED YOUR ORG.

VITAL TARGET:

To get this done and reported on to me at once.

PRIMARY TARGETS:

1. The LRH Comm or HCOES in the absence of an LRH Comm for the org is to undertake and do this survey.
2. Full notes are to be taken.
3. Staff members are to be interviewed.
4. The org lines are to be inspected.

OPERATING TARGETS:

1. Recall and write down any instance known to you or mentioned by another in your org where:
 - (a) People were taken from a busy post to fill another post rather than hire someone new?
 - (b) An untrained person was placed directly on a post without any training first?
 - (c) A person was transferred to a newly vacated post without any time spent under the departing person to learn the post first?

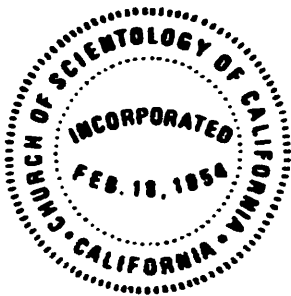
- (d) A person was trained as a high level auditor but not trained on the OEC and then was given an Admin post with the result that his training was not utilized?
 - (e) Production in the org was curtailed by taking people off training and processing posts thus reducing production?
 - (f) The good work being done in the org was not promoted?
 - (g) The available services of the org were not competently sold?
 - (h) Finance was used to prevent hiring so the org could produce fully?
 - (i) Where ethics or justice were used suppressively?
 - (j) Where there was resistance or apathy to auditing or training staff and raising its morale?
2. Interview three staff members chosen at random and ask and briefly write down the answers to the above (a) to (j) questions.
3. Inspect the org personally and by looking personally into things, get the answers to the following questions.
- A. (1) Does HCO actively hire people needed to fill admin and tech posts or does it take people from the org when it needs new posts filled?
 - A. (2) Has HCO ever dismissed people to save money or raise units?
 - A. (3) Is HCO actively hiring anyone at this time?
 - A. (4) How many org posts are empty?
 - B. (1) How many persons are on full time Admin OEC training to qualify them for executive positions?
 - B. (2) How many persons are on full time tech training to prepare them for Tech or Qual posts?
 - B. (3) How many persons are on part time Admin training?
 - B. (4) How many executives in the org have had an OEC?
 - C. (1) How many posts in the org have an extra person assigned to them in training for the post to take it over?
 - D. (1) How many trained auditors do you have on Admin posts who are not SS II trained?
 - D. (2) How many people do you have who are not producing?
 - E. (1) Is your org's main concentration on training and processing?

- E. (2) Are your Divs 4 and V fully manned with lots of auditors and supervisors?
- E. (3) Are there any pcs waiting to be scheduled?
- E. (4) Have any students blown?
- E. (5) How many students in Div 4 are there per staff course people (Supervisors, Administrators)?
- F. (1) Is your ability to produce heavily promoted?
- F. (2) Are there any lapses in promotion?
- F. (3) Is your promotion real?
- F. (4) Does promotion use your current triumphs?
- G. (1) Do you have a Division VIII?
- G. (2) Do you have some one personally handling FSMs single hatted?
- G. (3) Are your Div VIII and Div II Registrars fully briefed in what you are actually doing?
- G. (4) Do your Div VIII people sell hard and successfully?
- G. (5) Does the Registrar have brochures and flyers for everything she sells describing each one?
- G. (6) Are your FSMs given literature?
- G. (7) Are there any stops on your sales lines?
- H. (1) Has finance ever been used to prevent hiring needed people?
- H. (2) Has finance ever been used to slow promotion?
- H. (3) Has finance ever been used to stop training?
- H. (4) Have there been any pay difficulties?
- H. (5) Do you have any finance troubles?
- I. (1) Has anyone ever emptied out a division of people and then used Ethics to correct its falling stats?
- I. (2) Has Ethics ever been used against an upstat?
- J. (1) Has finance, personnel or any other reason been given not to train and process staff?
- J. (2) Has anyone ever used pay or other factors to depress morale?
- J. (3) Has good work been invalidated?
- 4. Work out how you are going to hire enough staff.
- 5. Work out how you are going to get staff better post train
- 6. Plan how to get principal posts understudied (apprenticed

7. Plan how to utilize staff members more effectively to increase each Div's production and the production of the org in terms of students and pcs.
8. Work out how to increase production of every division.
9. Get promotion more effective, more real and sent to the correct publics telling each public what you can do that he will buy.
10. Work out better sales procedures with better literature and more active sales points.
11. Plan up your finance to get more people, more income, more pay, more production, better facilities.
12. Work out how to improve Ethics until it is a protection of upstats and is not used to protect downstats.
13. Look over Staff Cases and Morale PL and get in Dept 13 Personnel Enhancement Div V so that all staff get adequate auditing, training and care.
14. Send me a full report on all the above.
15. Get these 10 points each handled in your org as required.
16. Become expert on straightening out these points.
17. Increase your GDSes so you can afford staff staff auditing.
18. Expand your org.
19. Move straight up and above these 10 points of societies' aberrations and own it.

PROGRAM CODE NAME: OM No. 2

PROGRAM COMM: To me via LRH Comm WW.



L. RON HUBBARD
FOUNDER

LRH:sb:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 122 INT

4 September 1970

To: All Staff
All Executives

From: RON

Subject: GROSS DIVISIONAL STATISTICS

Gross Divisional Statistics of an org are INTERNALLY CONTROLLED.

The management and staff of an org can send GDSes up or down at will.

There is no stat in an org under public control.

All all all all are under the org's own control. Every one.

Your Gross Income comes directly from your GDSes.

Your pay comes from your GDSes and personal stats.

If your GDSes are going down you will shortly be in GI trouble.

The common reasons for a declining GDS are:

- (1) INADEQUATE STAFF HIRED.
- (2) Using the existing divisions as personnel pools and stripping them.
- (3) Non Production.

An analysis of data received at WW shows such ridiculous things as 7 hours auditing per HGC auditor per week! Yet with pc backlogs. The production of an auditor must be 25 actual well done auditing hours per week or he is statless.

A reported Org's Course Supervisors are said to be getting only 136 points per student per week. That is one day's part time study for a student on Flag after a long full day's work!

If a student gets only 136 points a week there's hold ups or lack of twins or wild departures from use of 2 way comm with students or no course.

Many orgs are doing better, of course. But what have we got in those that aren't? Psychiatrists?

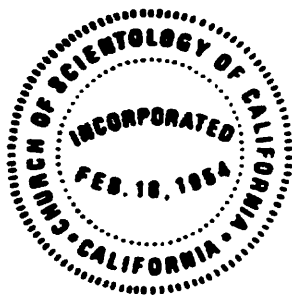
- A. GET THE ORG MANNED UP.
- B. GET HATS ON.
- C. GET TO WORK.
- D. PRODUCE EXCELLENT VERY WELL DONE PCS IN QUANTITY.
- E. PRODUCE WELL TAUGHT STUDENTS IN QUANTITY.

If your GDSes are trending down you and your org and Dianetics and Scientology in your area will be endangered.

Each division has a statistic.

They become tomorrow's GI.

I am doing my best to do my job. Please do yours.



L. RON HUBBARD
FOUNDER

LRH:sb:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 121 INT

29 August 1970

To: LRH Comm
HCOES
STO
ALL STAFF

From: RON

Subject: STAFF TRAINING PGM NO. 2

Reference: LRH ED 27 INT 20 Sept 1969
LRH Comm Staff Pgm No. 1

The LRH ED 27 INT "LRH Comm Staff Pgm No. 1" is discontinued.

By and large this was a very successful program. In all those orgs where it was applied - especially those where No. 1 Pgms were checked out on all staff and followed - a considerable gain was achieved. We made LOTS of HDCs, HDGs and OECs.

I wish to thank all those who participated in it.

COMPLETION

Anyone on the HDC, HDG or OEC currently should complete his existing course. This ED does not "pull people off courses they are on."

THIS ED RESTORES THE TIME HONORED STAFF STATUS ADMIN STUDIES STAFF STATUS 0, STAFF STATUS I, STAFF STATUS II, STAFF STATUS III FOR USE ON OLD OR NEW STAFF.

PURPOSE: To improve admin and stats of orgs.

MAJOR TARGET: To revive Staff Status 0, I, II, III on administratively untrained or new staff in your org.

PRIMARY TARGETS:

1. LRH Comm or HCOES to accept this programme and get it in.
2. Qual Sec or OES to activate Dept 13 Div V, HCO PL 8 August '70 "Reorg of the Correction Div" so that staff can get training and processing.
3. HCO Area Sec to bring up to date or begin Staff Personnel Records, Dept 1 and open them to new Dept 13 information.
4. Staff Training Officer to take post in Dept 13 as per HCO PL 8 Aug '70 "Reorganization of the Correction Division" as a double or single hatted function depending on staff size.
5. Dissem Div to dig up and make available to HCO Dept 1 and Dept 13 adequate copies of HCO PL 4 January 1966 Issue V "Personnel Staff Status" and to redistribute copies of it to all staff members.

6. HCO to hand out HCO PL 4 Jan '66 to all new applicants.
7. Dissem Div to exhume all old study packs of Staff Status I, II and III and hand them over to Dept 13. If no packs available Dissem Div is to make them up from checksheets.
 - Staff Status 0 - HCO PL 4 Jan '66 Issue V
 - Staff Status I - SECED 196 INT (1966)
 - Staff Status II - SECED 217 INT (28 Feb 1966)
 - Staff Status III - Pack of staff member's Division as made up.
8. Division III Disb is to work out any pay scales and adjustments or bonuses to suit Staff Status, OEC completion and Tech Class, get them okayed by EC and distributed.

OPERATING TARGETS:

1. Dept 13 is to draw up a staff list and establish status of each staff member.
2. OEC Grads are credited with all three Staff Status Classifications unless Dept 13 on examination decides in individual cases to require check outs before awarding.
3. Dept 13 is to programme each executive and staff member.
 - (a) Administratively posted personnel, executives and staff, attain and use the knowledge and know-how contained in Staff Status materials and eventually OEC.
 - (b) Technical personnel are not only technically qualified but also have a staff status, as they are also part of the org, and should be programmed.
 - (c) Get courses on which a staff student is progressing, completed before pushing on with staff status.
4. Dept 13 to coax and two way comm staff up through their programme.
5. HCO Dept 1 to make the staff status of each staff member and any tech class visible on the main org org bd after his name.
6. Dept 13 to keep HCO informed of Staff Status, case completions and technical advances of each staff member.
7. HCO Dept 1 to keep Org Bd statuses in PT.
8. HCO Dept 1 to keep staff personnel files in PT.
9. Certs and Awards Dept 15 to issue certs based on staff study achievements.
10. HCO Dept 1 to RECRUIT (see HCO PLs Personnel Series 1970).

11. HCO Dept 1 to follow Staff Status HCO PL 4 Jan '66 Issue V in hiring and in Staff Status and to ADVISE DEPT 13 CONTINUALLY ON NEW PERSONS.
12. Dept 13 to follow through to programme new personnel for Staff Status.
13. Div III Disb to follow through with pay changes or bonuses based on status achieved.
14. WARNING - When this programme re temporary staff (HCO PL 4 Jan '66, Issue V) was first put in the temporary status was let drag on, undesirable new hirings that could not achieve Staff Status were left on post and not routed off staff. Also they were often left in temporary status by neglect. The ETHICS OFFICER and HCO ES must see that:
 - (a) Newly hired people are not left to accumulate as Temporary.
 - (b) New personnel are either routed off staff or up in status.
15. Dept 13 is to programme any person sent off staff to improve his employability for the future.
16. THE CHAPLAIN or Pub Div personnel are to inform and handle any person routed off staff using the data from Dept 13.

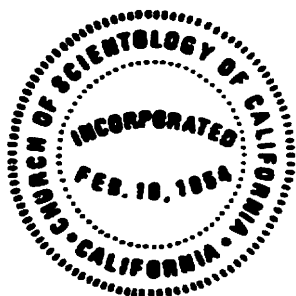
THE LINE IS HCO DEPT 1 WRITES DISMISSAL OF TEMPORARY OR OTHERS, PASSES IT TO DEPT 13 FOR PROGRAMME, PASSES IT TO CHAPLAIN OR PUB DIV FOR INFORMING THE PERSON.

17. THE CHAPLAIN (or PUB DIV PERSON) is to see that HCO PL 4 Jan '66, Issue V is not violated in dismissals as violations upset both staff and field.
18. The ETHICS OFFICER handles all BLOWS, gets them back or dismisses according to his own and Dept 13 data and HCO PL 4 Jan '66, Issue V.
19. EXECUTIVES CONSISTENTLY NOT ON POST are turned in to the nearest Guardian's Office by the ETHICS OFFICER or failing that the LRH Comm.
20. HCO Dept 3, Inspections and Reports, which handles stats, advises HCOES, OES, HCO Dept 1 and Dept 13 of all EXTREME CONDITIONS of personnel, meaning very high upsurges and low falls so that personnel and staff training actions can occur.
21. Dept 13 dates all beginning and ends of all check-sheets and keeps track of Staff Status overdue completions and advises HCOES and Personnel of all overdue completions.
22. Dept 13 posts or releases to the org all completions of all staff, completions as to Staff Status and other studies and case completions.
23. When this programme is fully and honestly in the LRH Comm (or HCOES) will advise Flag via LRH Comm WW.

THE ULTIMATE RESPONSIBILITY FOR ACHIEVING STAFF TRAINING PGM NO. 2 LIES WITH THE LRH COMM OF THE ORG OR THE HCOES WHERE THERE IS NO LRH COMM.

Program Code: STPGM No. 2.

Program Comm: LRH Comm Flag.



L. RON HUBBARD
FOUNDER

LRH:rr:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 120 INT

27 August 1970

URGENT

To HCOES
PES

From: Ron

Subject: Auditors Association Project In YOUR AREA
for Class IV Orgs

Reference: SO ED 41 INT THE SCN AUDITOR'S IMAGE.
ASHO AUDITORS NIGHT PGM

INFO: You will not succeed in your area unless you have the good will of your field auditors, the people you have trained or who have been trained.

You can regain your stats and position if you do this - and I mean you, your org, your staff.

Quickie Grades killed your auditors and your org because they didn't have anything left to audit. Pc Procurement had to be too fast and often since no real hours could be given.

Incomplete Cases were left all over the place. YOU DON'T HAVE MORE THAN A FEW REAL DN COMPLETES IN YOUR WHOLE AREA EVEN NOW. YOU HAVE FEW IF ANY SCN GRADE COMPLETIONS.

All that has changed.

DIANETICS is back.

FULL GRADE SCIENTOLOGY IS BACK.

Not only can a Class IV Auditor make it but so can a Dianetic Auditor and so can your org!

The scene has changed. Does anyone in your area know it?

SO YOU NEED AN URGENT DO IT DO IT PROJECT TO CULTIVATE YOUR FIELD AUDITORS, GET THEM INFORMED, GET THEM AUDITING, GET THEM AS FSMs, GET THEM HELPING YOU NOW NOW NOW.

You must now open up on the third dynamic, into the Community.

You need to support and help your auditors out there no matter how small or how big your org.

You'll never make it without their good will and assistance.

The enemy attacks are yesterday's news. He's dead. Now you HAVE TO OPEN UP YOUR AREA AND GO GO GO!

PROJECT PURPOSE: TO GET DIANETICS SCIENTOLOGY INTO POWER IN THE COMMUNITY.

MAJOR TARGET: To organise an Auditors Association and run it successfully for the Org.

PRIMARY TARGETS:

1. HCOES with agreement of PES or HCO Area or LRH Comm (if other posts unfilled) must hire and put on post a part time personnel (not somebody already in org) who is a trained auditor and who can address groups of people.
2. He is given the title of Auditors Association Secretary in Division 8 Dept 23.
3. The HCOES (or whoever is hiring) employs a part time personnel who can keep records, logs, files, do mailings and the general admin.
4. She is given the title of Auditors Association Registrar, Div 8 Dept 23.
5. Places to work are provided.
6. Hours of work are agreed upon.
7. Stationery and equipment are provided.
8. FP is allocated.

ALL THESE TARGETS ARE DONE BY THE PERSON WHO HIRED.

9. The person who accomplished these above Primary Targets reports them done to me in care of CS-6, Flag.
10. Both the Auditors Association Secretary and the Auditors Association Registrar write to me in care of CS-6 Flag, giving me their ideas and progress on this project.
11. Secretary and Registrar to check out on ASHO Auditors Night Pjt as per reference above and any new material on Auditor Night sent from Flag after this.
12. The exact name of the activity is the (Org name) Auditors Association, owned and operated by the org.

Letterhead

(Org Name) Auditors Association of (country or state)

owned and operated by the (Org Name)

Use only this letterhead. And only this name on membership cards. As it is operated under the Org's corporate status it belongs to the org. BEWARE OF SETTING UP AN AUTONOMOUS BODY as they get infiltrated, fail and cause upsets by past bitter experience. If there is no chance given to run away with it by dissident individuals none will try. This is important for org control.

VITAL TARGETS:

1. DO IT.
2. REPORT PERSONS ON POST.
3. MAKE IT A HOWLING SUCCESS.
4. GET FIELD SUPPORT FOR THE ORG.
5. GET AUDITORS ACTIVE.

OPERATING TARGETS:

1. Plan up the Admin necessary and obtain the cooperation of the org.
 - (a) Get a list names and addresses of everyone ever trained by the org.
 - (b) Get a list names and addresses of auditors in area trained elsewhere.
 - (c) Design and print up Auditors Association cards.
 - (d) Establish a place to meet.
 - (e) Write up a Pgm and set a date for first night (refer to ASHO write up but adapt to your area).
 - (f) Get the flyer printed or mimeoed.
 - (g) Mail it.
 - (h) Design and run off Application Forms to present at meeting giving name age sex Class etc.
2. Hold your first meeting. The theme of this no matter what you say in the flier is HOW DO WE GET THIS AREA ON THE ROAD?
 - (a) Realize that you may have confusion to blow off, ARC Brks with org, old engrams etc.
 - (b) Handle them and divert it all back to HOW DO WE GET THIS AREA ON THE ROAD?
 - (c) Find out what activities would be most popular.
 - (d) Propose (i) latest HCOBs and LRH EDs (ii) Tapes (iii) Coaudit arrangements for Auditors run by the Auditors Association to get their cases complete (iv) TRs (v) Live Auditing demos (vi) Enrollment for higher training etc. etc.
 - (e) Get application handed out and form filled out (it's free). These are handed to an Auditors Association Registrar Dept 23 Div 8 who does (f).
 - (f) Fill in the name and hand out membership cards (it's free).
 - (g) Establish regular time for meeting as agreeable to the persons attending. This should be once a week.

3. From this experience the Auditors Association Secretary and Registrar refine the program and
 - (a) exploit points found popular
 - (b) Increase attendance
 - (c) How to make LRH Image better and more real
 - (d) How to improve.
4. Write up, mimeo and mail out the next meeting notice so it arrives in plenty of time.
4. Continue to press and expand this function.
5. Pick out Opinion Leaders amongst the auditors (people they listen to).
6. Cultivate opinion leaders and get them to push programs and expansion.
7. Begin to place news releases into local papers in societies section.
8. When the org's Auditors Assn is beginning to go along nicely (not at once) begin to guide it toward a professional body by working out what it can do to serve the community.
9. When it has settled this somewhat (and not before) begin to sort out who has political contacts and get them used.
10. Take up any Flak you run into with the nearest Guardian's Office.
11. Work to actively recruit and make new auditors for the org. The Registrar should work up programs and contacts for referrals for training.
12. Get all auditors retreaded at cut rates when they are too rusty or having trouble.
13. Take responsibility for their cases in a co-audit to get Dn and lower grades fully complete - using the rule give what auditing you get.
14. Use these contacts as FSMs.
15. Build a strong numerous body of trained auditors who are an effective power in the area.
16. Write any and all findings and recommendations to me care of CS-6 Flag at any time.

GOOD LUCK!

PJT CODE NAME: AAPjt#1.

PJT COMM: LRH Care CS-6 Flag LRH Comm WW Saint Hill Manor East Grinstead, Sussex.



LRH:gal

L. RON HUBBARD
FOUNDER

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 119 INT

27 August 1970

To: All Staff
All Dianeticists
All Scientologists

From: RON

Subject: MY OWN OBJECTIVES

A clean cut statement of what I am trying to do might clarify some other areas and the order of importances.

1. I'm working to raise GDSes and Dept stats in all Scn and SO Orgs and hence GIs so that they will better survive to give better service.
 - (a) This means people on post doing their jobs.
 - (b) This means people in the field helping them out.
 - (c) It's just a matter of individual production actually and getting on with it.
2. I'm working to raise general auditing volume and quality.
 - (a) Small ignored flubs are costing auditors some of their results.
 - (b) Completing actual grades in the sequence of the Grade and Class Chart 70, beginning with Dn Completion, has to be done on the vast majority of cases in the world.
 - (c) I am organizing to get org staffs well audited.
3. I'm working to get training in in volume and quality.
 - (a) Training is what gives the lasting gains and reality in Scn.
 - (b) Without training we will run out of auditors.
 - (c) Training from HAS to Class VIII is not all that good in any area as 2 way comm isn't even in, materials lacking and not exact enough supervision. Being remedied.
4. I'm working to get the totality of materials issued that have been researched.
 - (a) We have Dianetics fully completed and written up and working very well, if only it would be fully used and when ruds or past auditing is out if Scn is applied.
 - (b) The full upper grades are done, issued from Power to OT VI and even the new OT II can be issued. OT VII and VIII are done but need issue.

- (c) VIII Auditing has been fully developed and is highly successful, but is temporarily tripped up because SH's and orgs dropped Dn and Scn levels.
 - (d) All Scn lower grades are back in where they belong and the Class and Grade Chart show them properly. The processes are reissued and working.
 - (e) C/Sing has been reduced to a simple activity and released as the C/S Series to all orgs.
 - (f) On Flag within the framework of auditing hours available, we are beginning to really complete cases level by level with marvellous results, proving conclusively we have arrived.
5. I'm working to get the End Phenomena of exteriorization fully applied.
- (a) We have now achieved what Buddhism tried and didn't attain 2,500 years ago.
 - (b) We can exteriorize and are exteriorizing anyone.
 - (c) Field and org use of this is clumsy as they have audited almost uniformly past Exterior and are spreading the Ext Rundown foolishly over several sessions instead of all at one go.
 - (d) It has not fully dawned on anyone that we can handle this planet.
 - (e) We have far far exceeded any target of any past religion or philosophy.
6. I am working to expand and smooth out comm lines to orgs and field and back to us.
- (a) Our data flow is sometimes faulty.
 - (b) The new Bureaux system is working very well locally and is being extended.
 - (c) Cross orders and dual and treble management can be handled by the Bureaux system.
7. I am working to recruit up orgs, the SO orgs, ships and Flag.
8. I am working to greatly improve the image and general situation of staffs as to:
- (a) Subsistence
 - (b) Clothing
 - (c) Pay
 - (d) Facilities
 - (e) Appearances
9. I am working to cool off Ethics.
- (a) Man can't really be trusted with justice.

- (b) My own reality is dismayed as to why all the stir ups in orgs and areas. Why don't people just get on with it?
10. I am working to push barbarity and murder out of the field of "mental healing" and replace it with humane ideas and practices.
- (a) Psychiatry, the extremist practitioner is losing ground heavily.
- (b) Psychological animalism is becoming ridiculous in magazines and media.
- (c) We are progressively tracing and spotting the persons causing the upsets in society.
- (d) We are undoing damage done to us by them in past years.
11. I am working to cohesse all persons trained to date into a professional association in every country and getting things set up to take over "mental healing" facilities and social appropriations on the planet.
12. I am working to preserve the materials won after so much long, hard work and continue them in full use regardless of the state of the planet.
- (a) I am working for Mankind as a whole.
- (b) I am working for every individual.

I know, whether anyone else does or not, that the spiritual beings on this planet have hit the end of the trail and that only Dianetics and Scientology can give them any further future at all.

We have a secure beachhead over the world.

We have proven into the teeth of insane opposition that we not only can survive but can expand as well.

All we need to do is work at it harder and keep going.

It's no small achievement what we have already done.

So keep going and we'll make it.



L. RON HUBBARD

LRH:rr:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 118 INT

26 August 1970

To LRH Comm
or HCOES

From: Ron

Subject: CASE AND LETTER REG PROJECT #1

Reference: LRH ED 117 INT "Current Cases"

PURPOSE: Improve your Field and raise stats.

MAJOR PURPOSE: To Recover and get onto a Dianetics Course all Incomplete Cases not so far trained.

PRIMARY TARGETS:

1. LRH Comm or HCOES to procure by hiring or assign to this project from excess staff
 - (a) 1 auditor of any class
 - (b) 1 typist.
2. Brief the personnel using LRH ED 117 INT "Current Cases" and these project orders.
3. Have the persons attest they understand and accept this project when briefed.
4. Check them out on HCO PL 15 Nov 60 (this for sure and any other Reg checksheet you can).
5. Provide work space and a typewriter and stationery and envelopes, ballpoint, pad, carbon paper, stapler, paper clips, a red and a black crayon.
6. Get the personnel chosen to work on the project.

OPERATING TARGETS:

1. Have address run off a list of all persons ever audited but not Dianetics trained in your org. Failing such a routine action go straight to CF.
2. Locate the CF folder of every person ever audited in the org who has not been trained on Dianetics. Locate these one by one and do 3 with each, a few at a time.
3. Locate the Case Folder of every person ever audited in your org and join it up with the person's CF folder.
4. Get a list of the persons trained on Dianetics since mid '69 to verify status.

5. Set up as in 1 to 4 operating targets an assembly line so that you have

- (a) CF Folder
- (b) Case Folder
- (c) Any Dianetics enrollee card.

Note: These can be done batch by batch perhaps a dozen in a batch and then returned to respective files so as not to totally disrupt CF and Folder Files.

6. The auditor member looks through the CF file and the folder and checks the card to make sure the person has not been trained on modern Dianetics. Those who have been are checked for "On Course" or "blown".

7. The auditor member writes down what he sees. I.e. "John Doe, 1327 Nash St, Xville, Audited June 1968 Incomplete Scientology. Incomplete grades, not trained in Dianetics." And any other comment on incompleteness. He writes in legible long-hand with a carbon copy.

8. He puts his note in the front of the CF folder, MARKS THE FOLDER WITH A RED CRAYON SLASH TO SHOW IT IS DONE and passes it and the auditing folder to the typist. He keeps the carbon copy for his own record.

9. The typist looks over the file to get familiar with it.

10. The typist writes a letter to the person (not to a "name in a file" but to the person) using the auditor slip data.

The letter must NOT be a form letter. It would go something like this:

Dear Mr Jones:

A staff auditor has just examined your case folder. In June 1968 you had 25 hours of auditing.

We have found your Dianetics to be incomplete so far as can be told. Your Scientology grades are also incomplete as they were not fully attested and there is no evidence of Expanded Lower Grades.

There are many ways this can be handled. The most certain is a course in Dianetics with co-auditing.

There may be further data we do not have.

Please drop in and see Miss Smith (your Registrar) for a consultation.

We do not wish to leave this matter incomplete.

Sincerely

(Letter Reg Sig)
Org Name

This letter has 3 carbons.

11. The typist addresses the envelope, signs the letter and puts it in the envelope. The envelope must have a return address on it and the stationery of course must be org stationery. The typing quality must be good.

12. One copy goes into the CF folder, the other copy goes in to the BODY REGISTRAR for her file. 3rd copy to typist's own record in a folder.
13. The typist member puts a black crayon MARK ON THE CF FOLDER ALONGSIDE THE AUDITOR MEMBER'S RED ONE and routes the CF folder back to CF and the CASE FOLDER back to Tech Services.
14. All CF Folders and Case Folders in the org are so handled.

CONDITIONAL TARGETS:

1. If the org has no CF then exhume a copy of invoices going back some years in Div III and mark those that purchased auditing with a red mark and find the case folder and unite it with the CF. Proceed as before in the Operating Targets.
2. If the org has no Case Folders note from CF folders what the person had and do the Operating Targets as above.
3. If the org has no CF Folders or Case Folders, exhume invoices and make out as you can doing the operating targets as above.
4. If the org has no CF folders, Case Folders or Invoices, locate any possible roll books, scheduling books or addresses that indicate sold auditing and proceed as you can doing operating targets above.
5. In event of flagrant deficiencies in CF buy folders and use this project to get one going as per Operating Targets but add, MARK A FOLDER AND BEGIN A CF with your project.
6. If CF is a jumble of not-filed papers, the LRH Comm or HCOES must call an all hands and GET FILING UP TO DATE AND CF IN ORDER FAST AS A PRIORITY ITEM and then run this project.
7. Case folders shipped off to an SH or AO are probably noted as such somewhere and SHOULD BE WRITTEN TO REGARDLESS OF GRADE.

OP TGTS CONTINUED:

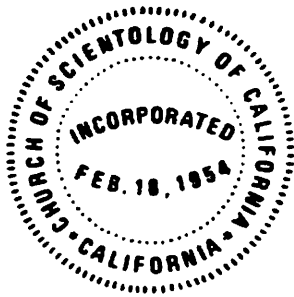
15. Provide means in the Comm Center and with the org's regular Letter Reg and Registrar to receive any letters returned undelivered and any answers by mail.
16. Try to find a better address for returned mail.
17. If no better address locatable give the returned letter to the CF clerk who retires the folder and sends it to address to retire the plate.
18. If the letter is answered by mail instead of the person coming in turn it over to the letter registrar via the Body Registrar. The Body Registrar can mark her carbon of the original. The regular letter reg can take the answer, get out the CF folder and really answer and handle so as to get the person in for interview. The person is now on org comm lines and has been gotten there by the project.
19. When all CF and Case folders of any date have been examined and written to the project is complete for Dianetics.

20. The LRH Comm or HCOES should then debrief the project team by taking down separately from each one all their finding experiences and recommendations. These should be written up and sent to me.

21. The project members should be thanked and offered further posts in the org.

PJT CODE NAME: CALR #1.

PJT COMM LINE: Via LRH Comm or HCOES on channels to Flag, marked "CALR #1 Attn LRH Comm Flag, for LRH."



L. RON HUBBARD
FOUNDER

LRH:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 117 INT

26 August 1970

To: C/Ses
Auditors
Tech Secs
Qual Secs
Registrars
Letter Registrars
Franchises

From: RON

Subject: CURRENT CASES

Whenever there is an advance in tech, a certain number of Incomplete cases become visible.

Currently you are getting the biggest number of Incomplete cases I hope we will ever see in any one period.

The tech advances are very valuable and the result is the exposure to view of Incomplete Cases.

The reasons for this are:

DIANETICS was all complete from the early 60's with R3R but we got quickie Dianetics, 1 lock, 1 secondary, 1 engram.

SCIENTOLOGY was fully complete in the mid 60's but had been followed on its developmental progress line rather than put into full use. Then we got quickie lower grades for two or three years until we began to get it back in just this year.

CLASS VIII auditing assumed Dianetics and Lower Grades were being fully attested to.

CLEAR AND OT GRADES also assumed Dianetics and Lower grades were already in.

This year we really began to get in the Class and Grade Chart (the latest 1970 copy of which you should have now). It wasn't hammered in hard enough in 1965.

So technical progress has been

CLASS VIII - 1968

COMPLETE DIANETICS - 1969

COMPLETE SCIENTOLOGY - 1970

This is quite an achievement. Not less than these is the new C/S Series on how to lay out cases, which I developed and issued this year.

TODAY'S CASES

Any case starting from scratch, getting his real Class and Grade Chart End Phenomena for the Dianetics grade, getting his real EP for each Scientology grade, getting his Power to full EP, his R6EW and Clear and OT grades, will sail all the way.

Cases done in the last few years however can fool you. As you look at their folders and work sheets, you will see that Class VIII and OT actions were done without lower grades or Dianetics achieved. You will see a Va who hasn't had Dianetics EP or lower grades. You will see a "Grade IV" who hasn't really had any Dianetics.

The appearance of their folder summary of processes shows lots run and a pc with somatics or problems or unhappy.

None of this skipping about did him any harm. It even did him good.

But he thinks he has made it when he hasn't hit any End Phenomena for any grade at all. And he is flagrantly INCOMPLETE.

All the major gain he could have had is waiting to be gathered up.

COMPLETING CASES

It is not at all difficult to complete these cases.

It's all given in the C/S Series released in June.

But the point I'm making is that it has to be done. These Incomplete Cases MUST be completed.

For instance I took an "OT Grade" case and repaired the case with a good Progress Pgm and simply completed Dianetics. It took only 53 hours to repair the whole case and complete Dianetics to its EP. (That's not many hours! Somebody off the street will take buckets more.) I took 2 other "high grade attests", had them given repairs and completed their Dianetics.

In all three cases (well repaired and completed with Picture Remedies, Health Form, Dn Triples throughout the engram auditing) I got three people who were healthy and happy for the first time in their lives.

Now they go to Expanded Lower Grades, rehabbing processes run and running all the rest of the processes. Then we'll have real grade IV Releases. Then skipping Power and R6EW which can't be rerun, we complete or rehab Clear. Then polish off the OT levels. And we are there!

FIRST GLANCE

It looks so hopeless at first glance. So many processes run and the guy still has earaches, problems, ARC Breaks and nightmares!

Thick folder. Gruesome.

But just follow the C/S Series and then the Class and Grade Chart and you're home!

APPARENCY

The full apparency as you look at these thick folders is that one is dealing with somebody who is SP or PTS or something.

But of course anyone who is not a Dianetic Release will get somatics. And people unflat on Grade I have problems. And if they have problems it's a no-case-gain sort of thing.

The fact is that 90% of their potential gain is waiting there ready to be picked up.

All the auditing they had counts.

HOURS

It takes a lot of hours to really complete a case fully on Dianetics and Lower Grades.

The way to get those hours done is by getting trained. Untrained people who are only pcs have a fumbling time of it in Solo anyway.

It takes a lot of time!

You may as well get people to front up to that fact.

A hundred hours on Dianetics is nothing. In the 1950s it was 3000!

GRADE MIX UP

So when you see one of these Incomplete, small gain cases with lots of top processes and no fundamental grade EPs, realize what you are looking at, cheer the guy up, follow the C/S series and the Class and Grade Chart 1970 and you've really got it made for him.

EXTERIOR

The auditing of the 1960s was, even so, better than anybody thought. It produced thetan exteriors.

But these, audited past exterior, won't progress until they've had that rundown.

Given that and made to do their Dianetics and Grades the results are excellent.

FLUBLESS AUDITING

If your current HGC auditing is flubless and leaves no unflat chains or corny little goofs the way is faster.

TRAINING

It isn't just for auditing that pcs should be trained. One case never did get anywhere until he went on a Dianetics course. And an untrained pc who goes on Solo has a very lousy auditor! He deserves the best auditor he can get. And that takes training.

STATE OF THE TECH

I have been watching tech actions and results since the C/S series was gotten in full action by others and aside from corny little flubs, I've seen no trouble at all with cases.

I've seen cases moaning and groaning about aches and pains and hidden standards and all that, but I'm seeing them smooth right out using the C/S Series approach.

So I consider that Dianetics, Scientology the C/S Series and auditing application is now a very polished technology, easily gotten in by current training tech.

HARD WORK

It's been hard work to locate all the major outnesses and errors and get them resolved and communicated.

Well, it's paying off. In grand style.

The real major outness was sequence of application as per the Grade and Class Chart and the omission of the full technology being used.

GAIN

This gives us tremendous gains waiting in those cases referred to above as Incomplete and a potential of new cases flying.

Now if you'll persuade people to get trained and train them instead of acting as a clinic, you'll really get things on the road.

Your CF is crowded with incomplete cases no matter what grade the folder says they are.

I'm having a ball straightening them out and I'm really happy to see the resulting smiling faces.

Maybe that should be your stat!

Smiling faces.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:sb:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 114 INT

21 August 1970

To: All Staff
From: RON
Subject: STATS AND CURRENT ACTIVITIES

A happy hopeful sign is that the US Continental GI has risen after the Dianetics Grand Convention in LA.

At the Convention "Get Trained to get Audited" and "Expanded Lower Grades" were the heavily pushed items.

This has not been as heavily pushed in other areas as the Convention was attended by 4,500 people from all over the country and from all orgs and franchises who got the direct message that the way to get audited was to get trained

An org will stay poor and small if it tries to be a clinic only. It takes courses to push an org into expansion.

The major outnesses which are coming in on the lines now which are counter to expansion are:

1. Blown Students

The use of 2 way comm on students there and ARC Break pgms on those blowy, furnishing all needed materials and scheduling classes precisely and single-hatted Supervisors are the things being worked on to get all courses going well. No incomplete student should be left blown and every effort should be made to handle courses with good 2 way comm, all materials, real Supervisors for the course and precise course hourly time scheduling.

2. Getting early books sold

It is amazing that even high level C/Ses could not C/S until they had star-rated THE ORIGINAL THESIS, EVOLUTION OF A SCIENCE, DMSMH, 8-80, 8-8008, etc. They had to find out what the MIND was all about. Processes were being ordered and run without knowing WHAT was being worked on. Knowing these books made all that difference. They are vital as a vanguard to any expansion. So get basic books stressed and sold.

3. Registrars and CF

It was found Registrars had slipped down to Public Division body lines. When Central Files Div 2 isn't kept up and used you never get repeat business. About 80% of the org's income in most orgs was being wasted while the Registrar got all tied up selling HAS Course instead of major services to HAS Course graduates and working with old customers. Public Divs bring future income to the Orgs. Div II is the main income line. These 2 Registrar functions (Public Div Registrar and Div II Registrar) are being sorted out. CFs being straightened up and put back into use.

4. New Qual

The Tech Div was pried out of Qual and Qual has been given a new departmental line up. Dept 13 is now Personnel Enhancement with a stress on getting the staff member audited and programmed and staff staff auditors back in after all these years. Dept 14 is to straighten up the org. Dept 15 contains everything that used to be Qual.

This new Qual Div is fully worked out and a life saver.

5. Heavy concentration on GDSes

To get a GI you have to get up your GDSes. To get up your GDSes you have to get up your Departmental stats. Getting the whole staff concentrating on the GI only is defeating. They all have their own stats and if they get those up they'll see a resulting GI.

6. Keep pushing Dianetics

Just because we have Expanded Lower Grades is no reason not to continue to push Dianetics. We have a success story from someone, a professional pc for 20 years in Dn and Sch, who finally got some Dianetic Training. His perceptions turned on and he's flying!

7. Retreads

With the new Academy checksheets and Expanded Lower Grades this is a wonderful time to start working to retread auditors of recent quickie grade vintage and get them going again.

8. Flubless Auditing

If you train so well and C/S so well you don't get corny auditing flubs you'll have a sparkling field very soon.

REFERENCE

Recent HCO Pol Ltrs that will help you get the stats up are

HCO PL 24 June 70
Management Cycle

HCO PL 24 June 70 Issue II
Personnel Pools

HCO PL 25 June 70
Revised and Reissued 17 July 70
Exp Lower Grades
Chart of Abilities Gained and
Inabilities Lost

HCO PL 1 July 70 Issue II
A Note on Checksheets

HCO PL 5 May 65
Reissued 4 July 70
Classification Gradation and
Awareness Chart

HCO PL 9 July 70
LRH Comm - Single Hatting

HCO PL 10 July 70
Training Requirements Eased

HCO PL 14 July 70
Registrar Statistic

HCO PL 8 August 70 Issue III
Reorganization of the
Correction Div (Qual)

HCO PL 22 Nov 67
Reissue 18 July 70
Out Tech

HCO PL 20 July 70
Cases and Staff Morale

HCO PL 20 July 70
Internships (for lower orgs)

HCO PL 20 July 70 Issue II
Targets Checksheet

HCO PL 20 July 70 Issue III
2 Way Comm Checksheet

HCO PL 22 July 70 Issue III
Tech Retreads and Retraining

HCO PL 22 July 70
Class VIII Contracts

HCO PL 30 July 70
The Tech and Ethics of
Confessionals

HCO PL 30 July 70
Registration Breakthrough

HCO PL 3 Aug 70
Registrars May Now Talk Money

HCO PL 13 Aug 70
Wrong Publics

HCO PL 16 Aug 70
Statistic Mismanagement

There are other PLs and Pjt orders etc. in between the above PLs, but this list and this LRH ED shows you which way things are going and what needs improving and what's being concentrated upon.

In the last year getting in LRH No. 1 Pgms by orgs large and small have demonstrated the most consistent stat rise over the world. Those orgs that checked out staffs on these, beginning with LRH Comm Staff Pgm No. 1 (Training HDC - HDG and OEC) last September, and got the LRH No. 1 Pgms in got a very healthy grip on life.

This was in spite of their concentrating on processing people, having only a fragment of Scientology in action, neglecting their CF customers and neglecting elementary Training Supervisor actions in their Courses.

Along in April, by International stats, this tapered off. The LRH No. 1 Pgms ceased to be heavily nudged. Ceased to be

heavily used and checked out and the lack of full Scientology grades caught up with orgs.

If any org were to revert to pushing in these LRH No. 1 Pgms again and correct the outnesses and points 1 to 8 in this ED, their stats would surely begin to rise once more if they are down, or rise higher if they are up.

Flag Special Briefing Course graduates are now beginning to graduate on Flag. Amongst other actions they are also being trained to check out LRH No. 1 Pgms on orgs.

Flag's first VIP pc has just gone home floating. With me C/Sing and Quentin doing the auditing and Flag admin in Div 5, it really went well. Like silk. Very standard C/Sing, very standard auditing. But completely flubless. There's the trick.

A new Org Bd with all Ideal Scenes and Stats is under preparation for early release. Stats all corrected. Div 5 the major change.

The Dianetics Text Book will be going to the printers soon.

The new O - IV and SHSBC Checksheets are all issued.

So we're very interested and very busy.

We watch your Thursday Reports closely and every one gets read - and those who don't send one get noted.

Stat Management and GDS and Departmental stat concentration is the order of the day. We've found that anyone not managing and operating by stats is wide open to hideous errors and injustice. Justice can't operate at all without stats.

Flag, of course, is basically tech concentrated and tech oriented. And has naturally the world's finest auditors so we know what's working and what isn't.

There's a lot of sympathy and appreciation with org and field problems and Flag works hard to help handle them.

Hope you're getting the October Congress set up well and well in advance.

Love,

RON

L. RON HUBBARD
FOUNDER



LRH:rr:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 113 INT

21 August 1970

To: OESs
Tech Secs
C/Ses
HGC Auditors
Review Auditors

From: RON

Subject: FLUBLESS AUDITING

I frequently get folders coming from various areas which contain the auditing of various orgs and franchises and the C/Sing of many C/Ses.

The most recent batch, in sessions around June and July of this year show

- (a) That better auditing is being done in general.
- (b) That small flubs are preventing full case results.

When you look at a 2 hour session and see that the auditor chopped the cog to save 30 seconds, when you see an auditor fail to fly a rud and then start in on a major action, when you see a session ended off with the TA at 4.0, you wonder what's going on. Then when you see a C/S give a well done for the session, you know.

It's these little tiny icky-picky points that hang up the pc and rob the HGC of all those smiling faces.

These points may be small but there goes the end result.

Exact, precision auditing is what it takes.

There is a new look on C/Sing, will shortly be out as a book.

Now the only thing that can keep your tech quality from showing up as winning cases are these corny flubs.

I say "corny" because you all know better than to leave a chain unflat and unrepaired, better than to start a major action without setting the case up with an F/N, better than to run multiple somatics or unreading items.

Now the message is just this:

We have come a long way in handling tech. We have Dianetic technique in the bag, we have all our Scientology back. We have VIII auditors and C/S tech that's great. And we are using these things now. That's a whole fistful of plus points.

Now don't drop the whole lot by letting a lot of little petty, corny errors creep in every few sessions per case. Just one is enough to make a case run badly. An auditing goof unrepaired for more than 24 hours can make a pc ill.

So let's get those F/N VGIs to the examiner one for one.

If you do you'll have it made - made - made.

It's like we made the Andes like a breeze but can't tie our shoelaces.

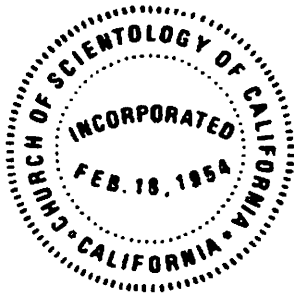
Come on. One for one at the Examiner with F/N VGIs.

Do that for me will you?

Love,

RON

L. RON HUBBARD
FOUNDER



LRH:rr:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 110 INT

10 July 1970

To: ECs
REGISTRARS

From: Ron

Subject: Registrar Pgm. No. 1 WHAT TO PUSH

Reference: Auditing Sales and Delivery Pgm. No. 1

Well I've seen it all now.

From 10 Registrars answers on demand of the public IT'S FOR TRAINING, far less for processing. Yet processing was apparently pushed.

YOU DON'T WANT TO BE IN THE PROCESSING BUSINESS. The economics of it will kill your org. At 2 to 1 Admin Tech ratio, if (all discounts off and FSM pd and all that) you got \$250 from pcs for the week you'd have \$86.66 for the auditor and \$86.66 for each of two Admin people. But this pays for no org, promotion, quarters or reserves so it works this way: \$200 for the org and \$16.66 each for the auditor and 2 Admin people. That's how the Qual stat says around \$16.66 per staff member.

Students are unlimited income. Org too small, hire a hall. Add a Supervisor, Course Administrator or a Tech Services for every 30 or so students. Expansion in service and income becomes possible.

So for this and many even better reasons PUSH TRAINING into Academy or onto Dianetics Course.

This questionnaire sent out to Registrars shows that (a) HAS Course is pushed (which is nonsense) and (b) The HAS Courses being given stink.

So the Registrar should (a) TRY TO BY-PASS HAS and get student straight into Academy. And (b) Raise hell with the Public Div and Tech people about any sloppy HAS course - the HAS has to be an excellent VERY BRIEF course that talks mainly about getting trained in the Academy. If you had an excellent HAS course and pushed students from it to Academy you'd also win.

ARBITRARIES

A Registrar that goes along with arbitraries is a dull one.

HAS is NOT a requisite to the Academy Zero Course. HQS is not a requisite. Why put people on it?

The Dianetics Course is NOT a requisite to the Academy. It was to the SHSBC but not the Academy.

So you can push people direct onto the Academy or the Dianetics Course.

All Academy materials are for use. That's where they'll get and give auditing!

While it is true that good auditors learn to be on the Dianetics Course, why require it for the Academy? When they get to an SH or at an SH they'll need an HSDC but not at once.

EXPANDED GRADES

Expanded Lower Grades are a salvation to a Registrar. It takes a long time. It is cheaper to be an auditor. One also has to become an auditor at R6EW level and really go clear. So why not be an auditor to begin with - save time and money!

SHSBC

As the SH Course now credits all actual cash paid for Academy and credits the time and classes spent in the Academy in training, it saves time to be trained in an Academy.

The SHSBC does not cut into anyone's Academy. An SHSBC allows for enrollment directly without Academy. But this hurts no one. Some orgs ceased to have Academies and cut the flow line which made this change of SHSBC necessary.

PROCESSING

Don't cut out processing. Sell plain hours below Power. Power begins the result package. Below that it's hours, not grades.

Auditors got lazy and were trying to shorten lower grades, leaving no hours to sell. Quickie Lower Grades were no good at all. Prevented pcs from going Clear on the CC.

But now you have Expanded Lower Grades. So you can sell them. If the applicant won't listen to anything else but processing.

You know, training is not to make a Professional with a shingle out. It's vital to be trained just to handle life. It's not for nothing that we lose our best auditors out of tech onto our Admin posts! They do better! In handling life.

GRAPH BUG

Apparently floods of people were coming in to the Registrars. The mail in and Interview graphs have been soaring. But bodies in the shop and completions have been in a crash downtrend.

This is the riddle. Ten Reg's have now answered up. Until we hear from them all we won't know all.

BUT the indication so far is that people were coming in for training and being offered auditing. The training demand is there unmistakably. Plain hours of auditing were also in demand, not packages or grades.

The HAS Course was being pushed by Registrars instead of being by-passed.

And the HAS Course was lousy and its students weren't re-sign-ups. The ACADEMY is what you push - or of course the Dianetics Course. It's actually better to sell Academy courses. They'll eventually take Dianetics. Dianetic students can audit Academy students.

DECISIONS

People don't like confusing prices or having to make a decision.

You can strengthen the decision they have made, not change their minds.

CONCLUSION

So far so good. Follow the above.

DID YOU KNOW THAT THE REGISTRAR REGULATES THE ORG INCOME?
It's true.

It's what the Registrar sells and how it's sold that put other staff in clover or in rags.

So let's get affluent!

You'll be hearing more when I know more about your situation.

Meanwhile get in the above NOW.

L. RON HUBBARD
FOUNDER



LRH:mes:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 109 INT

1 July 1970

To: OESs
Tech Secs

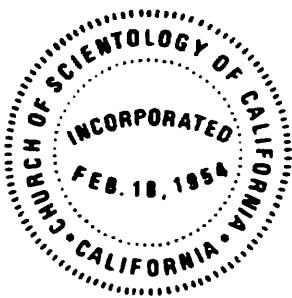
From: Ron

Subject: GROUP ENGRAM Intensives

Reference: HCOB 27 Feb '70 GROUP ENGRAM PROCESS
HCOB 11 Mar '70 IMPORTANT NOTE ON GROUP
ENGRAM INTENSIVE
HCOB 5 May '70 GROUP ENGRAM INTENSIVE
WARNING HIDDEN OVERTS
HCOB 27 May '70 UNREADING QUESTIONS AND
ITEMS

The Group Engram Intensive, while productive of excellent results on many people, is not recommended until a full Progress and Advance Program have been accomplished with total success.

It is a heavy action. No permission is granted to use it.



L. RON HUBBARD
FOUNDER

LRH:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 108 INT

11 June 1970

To: All Staff
Registrars
Treas Sec
D of T
Pub Divs

From: Ron

SUBJECT: AUDITING MYSTERY SOLVED

Reference: LRH ED 77 INT requesting data in Thurs Reports
on why low auditing hours.

First I want to thank you for your very helpful data received in Thursday Reports in general. I appreciate receiving your reports every week.

From your data I have been able to solve the riddle of Low Hours of Auditing that was being delivered by orgs.

This led to even more important discoveries.

The overall reason for low auditing hours is very simple - almost no auditors!

Rapid additional tech surveys then revealed that the proper delivery of Scientology began to go out some years back with Fast Flow and "Quickie Lower Grades".

This has triggered off the campaign you see beginning with the HCO PL 10 May 70 and LRH EDs 104 to 107 INT now coming to you.

Trouble we had with some cases in AOs traced straight back to "Quickie Lower Grades".

Literally dozens of vital Scientology major processes that give people the real end phenomena of lower grades (as per the Classification Chart) had vanished from use.

So you had nothing to audit. Dianetics tended to save the day for you because Scientology had drifted down to superficial application.

The tons of Dianetics pcs and Dianetic auditors now completing give you a vast backlog of potential Academy students - if you reach for them.

With full lower grade processing back in you can attract students. It is true that it is far cheaper to be a student and get all one's auditing as a student from students.

Your solvency depends on training students both on Dianetics and in the Academy. It is costly to audit pcs. You may do so of course but it pegs your income and pay very low if you only audit.

A lot of PLs (Fast Flow) have been cancelled and the lines are being put right to recover the full benefit of Scientology lower levels.

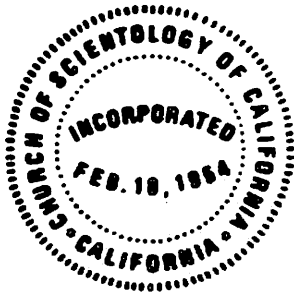
So your answers and your cooperation concerning this "Auditing Mystery" were very very valuable and led to some very basic and needful actions.

Thank you! Now let's get the show on the road again for Scientology.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:dz:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 107 INT

3 June 1970

To: Class IV Orgs
and Saint Hills
for ACTION. AOs
for Info.

From: Ron

Subject: ORDERS TO DIVISIONS FOR IMMEDIATE COMPLIANCE

Reference: LRH ED 104 INT Auditing Sales and Delivery Pgm
#1
LRH ED 106 INT What Was Wrong

DIVISION IX

1. Immediately check out and get into action the following orders in their respective divisions.

DIVISION I

1. Immediately recover the line that any single Dianetic or Scientology Grade is certified by HCO before being valid. This line goes from C & A to HCO Area Sec. Refuse to sign as official any certificate where the grade was not declared in the words of the Ability Attained Column, Class Charts '66, '68, '69 and '70. Refuse any "Did you get your Level 0 ability?" Accept only the pc declaring full statement for all three flows as soon as these are released in HCO PL form.
2. Recruit staff members and auditors and get their hats on, specializing in Dept 1 actions.
3. Take Ethics action on anyone not cooperating with or goofing up this program of recovering Scientology and its gains in your org. Stamp heavily on non-compliance.

DIVISION II

1. Post several copies of any Class Chart you have, '68, '69, '70 where it can be seen by (a) Public (b) Students (c) Auditors.
2. Mail copies of the Class Chart with letter reg letters.
3. Begin a campaign to get back in any pc who has been given "fast grades" so his grades can actually be put in. When doing this do not make the org guilty. "Have you attained your gains as per this Chart?" is the campaign. "If not come into org for a free check." Then sell them more auditing to actually attain their Grades 0-IV.
4. Contact Dianetic pcs and get them to complete Dianetics and start on grades.

5. Registrar to sell only numbers of hours (and courses), not to sell a result. State all hours bought will be delivered and held in reserve if not delivered. A result can be described but the time to attain it is not specified. Don't sell "singles" or "triples" as the Registrar isn't the C/S.
6. Registrar to answer any complaint "You didn't give me my results" with "You should not have attested". Don't make the org guilty or start a flap.
7. Continue any successful actions without selling results.
8. Don't change general prices. Just take the labels off. This is true until you have in hand the new price schedule. It doesn't materially change prices.
9. Remove old price postings.
10. Get CF in shape so it functions for the letter reg and trace back all these quicky lower grade deliveries. Use them to sell more auditing and really get the grades in.
11. Prefer to sell training. Use the arguments - a student gets tons of auditing - cheaper - need to be trained anyway to go clear - study is high gain. An org becomes most solvent on training.
12. Realize there are dozens of processes and lots of hours in well run TOTAL LOWER grades. Don't continue to be conned by any tale of 20 minutes from 0 to IV. It takes weeks.
13. Handle any backlog complaints - waiting for auditing - by advising Academy Training. Explain that Academy payments and classes are now credited at Saint Hill (actually paid) on an SHSBC course so a person can be trained locally for awhile and go to an SH for the rest at no greater fee.
14. PROVIDE MIMEOED MATERIALS NEEDED IN TRAINING AND PROCESSING.
15. Provide books, meters and magazines.
16. Don't undersell Dianetic Training or Processing.

DIVISION III

1. Don't let any wild overall price change occur. The public avoids them. The UK Price List has been issued. Other Continental Price Lists will follow. If not received, cope. Do not accept any price list from anyone except myself. Shifting prices and packages without my authority has given you bad times. Processing is now by the hour, not by result from 0 to IV.
2. It is more costly to process than train. Help push Training for both Dianetics and Scientology. Real solvency depends on students not pcs. You can do this by making promotion funds available for training more heavily than auditing.
3. Back up this program to get Scientology back in FULL use by helping finance it.
4. Get solvent and fat money wise.
5. Push to see that staffs get paid.

6. Have future plans on org facility expansion without bankrupting the place. Some orgs have publicly inaccessible and inadequate quarters which are very costly in limiting business volume.

DIVISION IV

1. Assume all technical actions in C/Sing, HGC and Dept of Training.
2. When a pc goes to Review Qual is credited with the time taken from the hours the pc bought.
3. Only send a pc to Review when the C/S gives up. Don't let Review give the major actions that belong to the HGC.
4. Get your Supervisors (a) interested in the students' progress and (b) using two way comm (listen style) to speed up the students' progress, (c) get in Learning Drills on slow students.
5. Get blown students back in and using (a) (b) and (c) in 4 above get them going again.
6. Come down hard on any SP giving out with Scn materials being "old" or "not used now" or "background data" and any other mechanism to impede its use. (Modern C/Ses are having to study "The Original Thesis" and other basic books to find out about the subject. The data is not old. It is basic.)
7. Completely throw out the idea that a fast result is a good result in auditing. Deliver auditing in volume as per the "Processes Taught" Column of the Class Chart. Do not skip any gradient going up in C/Sing. Get him on TRs and repair the pc's life before even beginning serious auditing. Do ALL the processes. To full End Phenomena. End Completely this brush off that is currently passing for tech.
8. Get studied all current HCOBs and data on this program. Be sure you get HCOBs now coming out that fill in these gaps to get Scientology back into its own.
9. Determine that students know their business and pcs get full gains and get this being worked at hard through the division.
10. Check this giddy impulse to do things so fast they're not done at all. Validate auditors who do a thorough job, Supervisors who are interested in and work with students to push them through. Preach attaining honest lasting results, real lower grades, real understanding of the mind.
11. Courses should be fast, auditing drawn out. This is the exact reverse to what has been happening. Slow courses and fast auditing destroy the subjects of Dianetics and Scientology. Fast courses and long long hours of auditing are the route to real gains and solvency.
12. Man up Division IV with competent auditors, supervisors, a good C/S, an able Tech Services and plan how to man it up in the future as it expands and carry on an orderly program of providing technical manpower for the Division, not depending on any one else to do so.
13. See that students do a lot of mutual auditing. Don't get stumped in finding things to audit on each other. Force them over onto the Class Chart and every process known.

14. Get the division traffic lines flowing smoothly.
15. Handle backlogs by preaching training and getting more staff.
16. Whenever a pc goes Exterior (or any in your folders who have) have him called in for an Interiorization Rundown. Don't end off his auditing and don't audit past exterior without giving the Interiorization rundown. This can be done at any stage of Dn or grade processing AND DOES NOT COUNT AS PART OF ANY GRADE.
17. Get out of any rut that goes contrary to this program.

DIVISION V

1. The purpose of Division V is to CORRECT malfunctions in the org. Realize that the whole org has moved into Div V and squashed it. Begin a program of unloading functions.
2. Shift the C/S to Div IV. There is no Div V C/S. The Review Auditor does his own C/Sing on cases he repairs.
3. Refuse to do any major actions on cases. Repair them so they will now run and shift them back to Div IV.
4. Get in DECLARE discipline at the Examiners. Refuse to declare more than one grade at a time. Get the pc to state the ability he has attained, not "I'm Level 0 now" but the exact wording of that grade. Refuse flatly to pass any pc run only on one process for a grade as disclosed by folder inspection. Get the earliest Examiner discipline in. Folder, meter, pc statement as to the exact end phenomena of the grade. Student by examination and meter check for false completion.
5. Refuse to back down when anyone in Tech starts yelling you're invalidating their gains or repute. That's how all this decline started - an invalidation of Qual opinion by the Tech Sec at SH 1965. Wiped out Qual. Five years later the subject was gone over the whole world and having to be put back.
6. Provide helpful service to students and pcs. Make them feel especially safe in Qual.
7. Really repair students with your interest, 2 way comm and learning drills (they'll be coming out in HCOB again shortly).
8. Really repair pcs using assessed lists like the GF, L1B, L4A, ruds, etc. so they're flying.
9. Take credit from Tech for every auditing hour (or part thereof costs an hour) you spend on a pc. Take all pc repair from hours pc has bought. Only if he has run out of Tech hours and needs repair do you charge him. Try to get him to buy a new package of hours as soon as possible - but of course a pc needing repair isn't likely to buy more until repaired.
10. Get in your Staff Training Officer (who in small orgs can also be Cramming) and begin to push the staff through Staff Status I and II and III and OEC so the org form will be held and thus keep the org from being in a continual correction status.
11. Get your Certs and Awards requiring all certs to be signed by the HCO Area Sec (or HCOES) before they are valid. Get the signed cert routed back for presentation by the Registrar to the pc or student.

12. Give me a great big hand getting this Auditing Sales and Service Pgm #1 IN so that it stays in and Totally assume the function of org correction for which Qual was designed. Qual was meant to do Product Correction and Org Correction. It got so bad Qual became the Product Division not the Product Correction Division. So help me out by getting the org to be a service org producing pcs run on all grade processes for each grade and auditors who know they use what they learn.

DIVISION VI

1. The PR value of this situation is dicey. If you broadcast to all past pcs and students that since I left the post of Exec Dir WW the pcs haven't been given their full grade gains and the students not permitted to use what they studied you'd get an invalidation of your org by the field. Therefore the routine is to coax people back in who are not satisfied with their gains and sell them more auditing (so the full processes can be run for each grade). If they complain, ask them why they attested.
2. Do a PR survey of the field by small samplings on Scientology lower grades and Academy training, find what they like and don't like and advise your Div secretaries, EC and CS-6 at Flag so Auditors and Continental Mags can handle with a public field program.
3. Handle any public repercussion sensibly.
4. Push the general idea that auditing takes a while, not how fast it is. This "fast" idea has all but destroyed results. "Permanent gains take a while to do."
5. Push the idea that the cheapest best way to get auditing is to get HSDC and Academy training where students give each other the large amounts of auditing necessary.
6. Run down and kill in its tracks any wild rumour that a "Dianetic Clear" can't go on up the grades or have Power or go real Clear and OT.
7. Knock out any rumours about "old processes" "unused materials" "background data only" now current in org.
8. Bolster Dianetics.
9. Restore real Scientology.
10. Don't abandon any line that is working well.

DIVISION VII

If you have no Div 7 you sure better get one as it handles all services to the public which are many and vital.

1. Set up public Testing if not in.
2. Route people coming off test line to HAS. Don't route to PE.
3. If you continue PE, route people to testing or HAS from it.
4. Run the HAS with ALL TRs. It has been reported that even drug users come off drugs doing TRs. TRs get gain and reality better than data does.

5. Push training more than auditing.
6. Institute Group Auditing.
7. Use any line you have that is producing.
8. Display a Classification and Gradation Chart prominently in your area.
9. Give activities that handle any amount of people. When some public program pulls in a mob, Div VII provides a service for it it can have. The operating formula is "Provide a Service they can have at a cost that covers the expenses (including promotion, quarters and wages) of the service." Don't let any high public volume be killed just because "they didn't buy many intensives." You keep mass servicing them and they'll buy something eventually. Keep them interested and active. Just don't go broke doing it. Realize that Divs II and IV support the org with individual packages of auditing or higher courses. But just because the mobs Div VII collects does not instantly buy intensives is no reason not to collect a mob. Not to provide interesting valuable service for mobs is a terrible mistake. To expect them to instantly buy big packages is a skipped point in a sequence. One crowd went on for years paying 10s a night to public co audit. They eventually got trained, most of them. Yet one org recently cancelled a Health Crusade that produced 120 bodies an hour "because they didn't buy intensives - only two people did" so the receptionist pushed them back out into the street!

Div VII had not provided a public service action to route them to - like HAS or group auditing at a cost both these people and the org could afford.

This was a Div VII oversight that made a campaign fail!

10. Work out ways to handle public so they are interested.
11. Study past actions of public handling and reinstitute and reinforce.
12. Don't drop current successful actions.

DIVISION VIII

1. Get all FSMs working.
2. Get all FSMs checking to see that ex-pcs made their gains off lower grades and if not routing them back in to get a FREE REPAIR and buy auditing.
3. Get the FSMs to send in people who exteriorized for a FREE REHAB and the org will sell them enough hours to do an Interiorization Intensive. Remember that it's hours, not result that's sold.
4. Get a supply of the Original Thesis and Evolution of a Science and push them.
5. Spread the idea that the older material is more basic and is of great use today.
6. Push FSMs to sell more training on the basis that anyone can receive much more auditing as a student and will need training anyway to go upper grade.

7. Get the idea revived that student selections get a 15% commission to FSMs.
8. Work with Div VI and Div VII to get crowds coming in, getting low level public mass service and smooth out how it can be sold and mass serviced so that it pays for itself. The org benefits by the few who get intensives and higher courses.
9. Don't drop any successful action now being done.
10. Force Grade honesty into Franchises as per this Pgm.

GENERAL

We have a lot of the earlier #1 Pgms more or less in hand. We can now begin to work in earnest. If we don't get the above orders in action now we'll have an even rougher time of it.

We have Dianetics to push and Scientology to get back in actual full operation.



L. RON HUBBARD
FOUNDER

LRH:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 106 INT

3 June 1970

To: ECs
All Staffs

Subject: WHAT WAS WRONG

Reference: LRH ED 104 INT Auditing Sales and Delivery Pgm
No. 1

If you went into a sports shop to buy an outboard motor and they charged you \$500 and handed you its handle you would be upset. You wouldn't go to that shop any more.

When a person comes in and buys auditing and is then not delivered its end result, he is upset.

An org cannot run and be solvent if it has no product.

The abilities listed for Scientology grades CAN be attained. In 1964 they took dozens of hours to reach. In 1969 an org spent only a few minutes on a grade with no attest by the pc. The whole line and whole delivery of product had gone out completely.

Result - no income, unhappy public.

Several things brought this about. It wasn't anyone's fault (see LRH ED 104 INT).

But the point is it happened. The subject got thrown away.

AND WE'VE GOT TO GET SCIENTOLOGY LOWER GRADES FULLY BACK IN NOW NOW NOW.

I can see some blank stares. "But it only takes 2 minutes to run Grade 0." "If we can audit so fast we don't need many auditors." "We haven't got auditors." "But all those other processes are OLD." "We were taught ____." "But you said ____." "But at SH they said they weren't used anymore and ____." "We're so busy with all this paper we haven't got time to see about delivery and ____."

Look. You're not long for this world if you keep getting paid for an outboard motor and deliver only its handle!

We have got to get Scientology back in and being fully used and being taught.

There are DOZENS OF PROCESSES REQUIRED to put in Scientology LOWER GRADES. Many are listed on the Class Chart of 1 January 68 and on the Chart of 1 Sept 69. Under "Subject Audited" on that Chart it only gives the TYPE. Under "Processes Taught" it gives the actual list.

Please, please, please, please cease giving 20 minutes of auditing for all lower grades. It takes dozens of hours. When you sell auditing sell it in hourly lots. Don't sell "Comm Release", don't make it part of a multiple declare. Run all the processes on the pc. For each grade. Run them ALL. Run the triple process last. It will take hours and hours and hours.

Before he even gets to Grade 0 the pc should have all his Dianetics any singles, all triples. And that's fifty hours if any thorough job is done. And he has to say to the Examiner he's attained the level in its words. Then he gets TRs, Drills, Comm Cycles. And then to begin Grade Zero he gets Valence Processes, half a dozen Comm Processes and finally the triple Grade Zero 0-0, 0-A, 0-B.

And he has to say to the Examiner that he can comm to anyone about anything and anyone can comm to him about anything and he would permit others to talk to others about anything. And if he can't declare that to the Examiner he goes back to Tech to get the remaining disability handled by other unused comm processes.

Now does that look like "2½ minutes to Grade 0"?

That's what I mean about delivering only the handle of the outboard motor!

THE GAINS ARE THERE TO BE ATTAINED.

The subject works. But it won't work if it isn't applied!

I can accept that this action will take a while to get in fully.

I expect we'll still have Examiners who accept Multiple Declare of all Grades, HCO Area Secs who sign releases with no Examiner report to hand or Examiners who ask "You made Grade Zero?" PC: "What's that?" Examiner: "OK you pass." And we'll still have C/Ses saying "Give him all his triples." And auditors who say "I got all his grades in in 2 minutes." Even months from now there will be areas that never heard of this. And we'll still be repairing pcs for the next two years.

But YOU should do all you can NOW to get this line in AT ONCE before you go down for the third time.

The matter is URGENT. And it's more IMPORTANT than any other single action.

Regardless of how it went out, you've got to get the subject BACK IN fully used and delivered.

I will do my part. You know that. So you do yours.

I'll get out a temporary line up of all the processes. If you haven't got it, look them up fast. The data is all there in your org covered with dust probably. People have said "it's old," "it's background," "we don't use that now." But haul it out. Teach it, use it.

DIANETICS

The only way Dianetics can be sold short is not to deliver all of it to final result of no somatics, aches or pains whatever. I heard of "1½ hours for Dianetic triples" recently which is pure hogwash. So don't let that get going down the drain. 50 hours of Dianetics is not very much. And it should ALL be triples. Singles are only for assists and student practice.

And I don't know how anybody would even run Dianetics without first repairing somebody's life by two way comm and flying ruds.

Don't confuse FAST flow with quick auditing.

The public buys auditing volume in Lower Grades. It does not buy results as it doesn't understand them.

SCIENTOLOGY

A quick result is too often an impermanent result.

By giving "quick results" you make auditing so cheap no one cares to be trained. And org high income comes from students, not pcs.

"Quick result" has been used to cover up superficial no-results auditing. Fast flow has been used to fail to deliver.

Pcs audited in the last two years or more HAVE NOT ATTAINED FULL RESULTS FROM LOWER GRADE AUDITING.

Some have. But I am finding people who are Grade IV who have lots of problems and hidden standards. I am having to C/S in lower grades on pcs from lower orgs whose "grades were attained".

If you let Grade I Problems remain unattained, you will get the same percent of SPs in Scn ranks as in the public. Why? Because a person with a problem makes NO CASE GAIN.

When grades went out and weren't given ETHICS came in!

For the sake of haste, ease and the buck, the baby got thrown out with the bathwater.

I want to see every Class IV Org and SH delivering and teaching all the processes of the grade.

I want you to deliver what's promised. Full grade ability.

When the public pays for an outboard motor, deliver an outboard motor.

We have a lot of work ahead to repair all this.

One bright side of it, we found the subject again. And another, you have an ocean of lower grade pcs "Grade IV" whose abilities must now be put in. And you have Dianetics to carry you while you get the subject back.

We never got this Class Chart fully in and will proceed to do so now now now.

Note: The Classification Gradation and Awareness Chart of Levels and Certificates of 1 September 1969 issued with Auditor No. 50 or March 1970 are correct if the "Processes Taught" column is also used as "Processes Audited on Pc".



L. RON HUBBARD
FOUNDER

LRH:dz:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 105 INT

3 June 1970

To: All Staff

From: Ron

Subject: HEAVY TRAFFIC WARNING

You are going to have a heavy traffic pick up in the next few months.

You must have Class IV and Class VI and Dn Auditors in training or you will swamp.

Although your Sen traffic in training and auditing may be at this time light, the recalling of pcs to get actual grade gains accomplished and the vast amount of auditing this will entail means you must have HDCs, Class IVs and Class VIs trained.

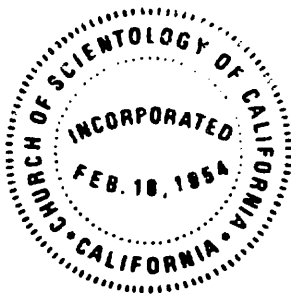
We cannot launch any heavy campaign in your area until you have lots of auditors ready to supervise courses and audit pcs.

Your stats will rise on Auditing and Sales Delivery Pgm No. 1 IF you really start using the gradients called for. This should permit you to get auditors trained ready for a bigger rush.

Right now any large traffic inflow could swamp you.

So be ready.

L. RON HUBBARD
FOUNDER



LRH:dz:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 104 INT

2 June 1970

To ECs
REGISTRARS
TECH SECS
LRH Comms for
Urgent Compliance

IMPORTANT
FOR CLASS IV ORGS

Subject: AUDITING SALES AND DELIVERY PGM #1

A careful survey has revealed the following vital necessities.

1. ON ANY AUDITED GRADE (DN, O-IV) SELL ONLY AUDITING HOURS. ONLY SOLO GRADES CAN SELL A RESULT (EXCEPTING POWER).
2. DELIVER ALL THE HOURS SOLD.

Violation of these two actions began the decline of lower orgs.

Apparently the idea of Solo auditing grades drifted down on the basis that lower orgs will come eventually to parallel higher areas. Power, in fact, began this trend. But Power was then a matter of fifty hours of auditing!

So lower orgs began to sell a result. Such as Comm Release. Soon they didn't deliver all they sold.

Declaring only when the pc attested the last grade result specifically, on a meter at the Examiner, went out, first at SH when a Tech Sec got into a violent protest of "Qual Invalidating Results."

Gradually other orgs ceased to make pcs actually declare they had attained the ability of the grade.

In an effort to raise completions and in confusing particle fast flow with quick auditing, auditors began to use only one process for a grade.

Protest of having the pc sent to Examiner every 10 minutes led to "Multiple Declare". The pc declared all lower grades at one time without specifying their abilities.

Grades, the very rock basis of result were then neglected.

The field in some places became dissatisfied.

Student enrollment fell off because gains were not there.

Dianetics was released in a highly refined form and fortunately also. Just in time.

Orgs began to use Dianetics heavily.

Scientology suffered from too brief application.

NOW we begin the road back.

We will reinforce any Dianetic action, use, student training and sales.

But we will drop the nonsense of "Single Dianetic Intensive" or "Triple Dianetic Intensive".

WE WILL JUST SELL DIANETIC AUDITING HOURS.

WE WILL SELL DIANETIC COURSES AS ALWAYS.

We will NOT sell results and terminate auditing on results from IV on down. We will sell AUDITING HOURS. A five hour Intensive. A 25 Hour Intensive. 50 or 75 hours.

THIS CHANGES NO PRICES. It sure clarifies a price list. A price list now exists for the UK and others will be issued that do not raise or lower prices for the rest of the world.

We have learned that when you raise prices you lose the flow completely. When you lower prices you do not pick up more people. Crazy but very true.

In Scientology from Grade IV down you sell the same thing - hours of auditing. Not result.

And in Dianetics or Scientology you deliver every hour you sell.

Now no-one must get the idea you can't tell the pc about grade releases or Comm Releases etc. You can. Only how long it takes to get there is only estimated. What he buys is HOURS. And what is delivered IV or below is HOURS.

When the pc actually truly makes the end result of a Grade, he must tell it to the Examiner. Exam procedure reverts back to its earliest form - meter, folder, pc statement. The pc MUST NOT be auditor coached to give the right responses. And if the pc hasn't made that grade then the Examiner sends the pc back for more auditing.

The "major process of the grade" is given last with the pc totally set up for it. Every other process of that grade (see Taught Column '68 Classification Chart) is run first and any other process of that level.

This means a lot of processes and a lot of hours for a grade before the pc declares.

Dianetics triples in 1½ hours as total Dianetics given is over and done with. 20 minutes from Zero to IV is dead. 50 hours for Dn Triples is more real. 50 hours for 0 to IV grades is fast.

GUIDING RULE

THE AMOUNT OF CHARGE GOTTEN OFF A CASE IS PROPORTIONAL TO THE ABILITY GAINED.

We are finding people who have been rushed up to OT IV who are totally unflat on Grade I! They have problems, man. They have hidden standards (which is just another problem).

We are finding pcs who have been smashed through lower grades who "can't talk about things you know....".

In every long or failing upper level case we are finding OUT LOWER GRADES.

HURRY AND RUSH

The "hurry and rush of our modern age" is no excuse at all for not delivering.

The lower grades contain the solutions to all the basic outnesses that make a humanoid human.

Comm, problems, overts, ARC Brks, Service facsimilies.

And before a case even gets there he needs a life repair and his somatics handled.

By Grade IV you should have an entirely new being!

The mind just doesn't react or readjust fast enough for all this to happen in 20 minutes! It takes weeks and weeks of auditing to get someone all the way up to Grade IV! If it were done in 20 minutes total you would have a new unacceptable change and a new ARC Break!

Class IV orgs should be telling people about Dianetic and Grade Results certainly. Be a Comm Release. For sure. But sell realistic hours of auditing and if he doesn't make it in 25 hours sell him more. Don't sell "Singles or Triples etc.". What nonsense is this? The Registrar taking over C/Sing?

It may take many sessions just to repair his life, get ARC Brks off about his wife! Much less process him on a grade! That's what the C/S is for.

Count his Review time as part of his bought hours. Credit Qual with them.

RECOVERY

Let's get back to the old stand. Where lower grades were SOMETHING GREAT.

Let's get back to C/Sing for the pc, not the auditor.

Let's break out our Class VI notes and really begin to apply what we know.

Dianetics is great. But a Dianetic Clear is just a release, not a real clear. And a vast body of new Dianetic audited pcs exist. And a horde of lick-and-a-promise Scn pcs of the last 2 or 3 years exist.

Sell them all on the idea that the cheap way to get auditing is to be trained as an auditor and those who aren't up to that, sell them auditing hours. And audit all those hours.

The public is always there. Any enemy action does not change our stats. They are changed inside the org or by higher orders only.

An org is a service organization. It has something to sell and to deliver. Students by the course, auditing by the hour and thoroughly up the grades. Deliver the hours you sell. Tell people who are anxious for service faster than you can provide to buy a course and become an auditor and get all they want from fellow students.

Let's recover our delivery of product and let "I can audit grades in 2 minutes" and "He's a good auditor, he did 15 pcs in an hour _____" and "You should buy Scientology triples now. That's 25 hours of which we deliver 16 minutes _____" go back into yesterday.

Lest anyone feel invalidated or criticized by all this, I share my share of it. It gradually occurred. It sneaked up on me as it has sneaked up on you. But I spotted it. And as always, I'm the first to tell you when anything has gone wrong.

I worked out the map out of this -

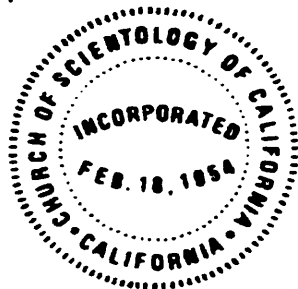
- A. Boom Dianetics.
- B. Sell only auditing hours.
- C. Deliver the hours you sell.
- D. Use all the processes you know.
- E. Have the pc attest exactly the Ability of the grade.
- F. Let Tech be tech and Qual be qual and Tech sends to Qual only when the pc attains a grade or the C/S (now in Tech only) gives up.
- G. Let the pc use part of his intensive hours when he goes to Qual and credit Qual.
- H. E-X-T-E-N-D time in auditing before shooting in the last major action of a grade. Use Suppress and Inval on Dn lists and E-X-T-E-N-D his Dn Auditing.
- I. Sell training to all you can on the basis that only training gives low cost auditing from fellow students. And he'd better be a good auditor anyway when he gets to Solo.
- J. Comb your field for incomplete grade pcs and do it over again with lower processes.
- K. Get your FSMs cooperating.
- L. Hold any unused bought hours in credit for the pc.

If you do these things now, you will find that things will promptly pick up.

Avoid telling your field they haven't made it. Just coax them in by being concerned for them and wanting to make sure they have.

People you will find are only concerned that their auditing may stop. They are rarely concerned how long it goes on.

So let's get moving now on this new program and make a success of it.



L. RON HUBBARD
FOUNDER

LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 103 INT

21 May 1970

To: All staffs
OES
Tech Sec
Qual Sec
All Org Auditors
Class VIIIs
C/Ses

From: Ron

Subject: FAST FLOW GRADES CANCELLED

Reference: HCO PL 10 May 70

A large number of HCO PLs and HCO Bs are being cancelled.

The HGC has been permitted to slip into Qual.

Lower grades have become unmocked with the result that lower grade results ARE NOT BEING ATTAINED. The effect is actually throwing away Scientology.

These lower grades have MANY PROCESSES. EACH GRADE HAS MANY PROCESSES.

If you wonder what happened to income, what happened to your field it is just this: The HGC slipped into Qual, people ceased to gain the Ability required of each lower grade, Scientology was no longer being delivered in full.

Every process of the "trained in" Column of the 1968 Classification Chart IS USED.

In particular, HCO Pol Ltr 14 March 1968 "Policies Governing The Qualifications Division. Fast Flow" is cancelled.

The Qual Org Board reverts to HCO PL 2 Nov 67. Dept 13 is Examinations, Dept 14 is Review, Dept 15 is Certs and Awards.

A pc completing ONE lower grade must go to the Examiner who asks him the question contained in HCO PL 6 April 1970 for each grade. This attest form itself is not valid. But the questions for the grade are taken from an old SH booklet on grades. This gives you a ready source for the Examiner's question.

All three flows of a triple grade and its havingness can be run as THE LAST ACTION OF THE GRADE. It should only be done after the pc has had any other processes listed for that grade.

C/S

The C/S operates now in Div IV the Tech Div, Dept 12. Any EDs or PLs or HCO Bs requiring otherwise are being cancelled.

HGC

The HGC holds onto its pcs, setting up a case, correcting outnesses in auditing a process. "To Review" is a misused and abused term. An HGC auditor can certainly handle a chain that wasn't finished in last session.

ONLY WHEN THE DIV IV C/S OR TECH SEC OR D OF P GIVES UP ON A CASE DOES IT GO TO REVIEW.

REVIEW

There is no C/S in Qual. A Review Auditor looks over the folder and the case, finds out what hasn't been or needs handling and puts the case back together again.

The Review Auditor never does major actions. These are done in the HGC.

Internes can be trained in Qual but they audit in the HGC.

EXAMINER AND GRADE DECLARES

The Examiner can put the pc on a meter, can give the pc the end phenomena of the grade he is there to declare in print or ask it and ask if he has attained it.

IF THERE IS ANY DOUBT IN THE PC'S MIND OR IF THE METER IS POOR OR BAD INDICATORS ARE PRESENT the Examiner sends the pc back to the HGC!

The pc is usually accompanied to the Examiner by the Auditor and brings the pc's folder. The Examiner can look at the folder to see what was run and COMPARE it to THE 1968 CLASS CHART COLUMN "TRAINED IN". If the pc has had very little auditing on the grade (such as just a single flow of the grade process) the examiner would do well not to ask the pc anything but send the pc and auditor back to the HGC.

Procedure would be (a) Pc and his auditor go to Examiner; (b) Examiner looks at folder to see if it's okay and enough auditing (the "Trained in" processes) done for the grade; (c) Examiner sends them back to HGC if he won't examine; or (d) puts pc on cans; (e) notes meter ok; (f) asks or shows the end question for the grade; (g) if pc says no it's back to the HGC, if pc says yes it's on to Certs and Awards.

After every session there is also an examination as per current policy and the Exam rpt goes in the folder as has been done.

It is the declare exam for a grade that has reverted to '66 exam procedure and which is given above.

THE EXAMINER REFUSES TO EXAMINE ANY TWO OR MORE GRADES AT A TIME.

POWER

EACH POWER PROCESS IN V IS SEPARATELY EXAMINED.

STUDENTS

This doesn't change students but they still must attest.

LEVELS NOT DESCRIBED

Any level not described on the '68 Classification Chart still requires that the pc or Pre OT declare it and that all folders show he made it.

CANCELLED PLs ETC.

The full list of cancellations will be issued in PL form; HCO Bs, EDs and VIII materials are all being corrected. This will be issued shortly.

It is a considerable emergency that this ED be gotten into effect at once!

SO Missions and other data sources show that when we ceased to require all grade processes be run and ceased to examine each grade for ability attained we threw away 90% of Scientology.

I have been looking for a long time to find why Class IV orgs found so little to sell, so little to audit and why they were doing so badly.

This is it.

Scn orgs are service organizations. When they cease to give full service and full gains they have trouble.

Therefore this ED is being sent to you swiftly.

Follow what I've given you here. Pry Tech and Qual Divs apart with a crowbar. Begin to produce in your Production Division.

PURPOSES OF QUAL

HCO PL 9 Jul 65 "There's no reason to start running intensives in Qual".

HCO PL 31 Jul 65 "Review must take over any non-optimum product".

HCO PL 20 Nov 65 No. 77 "Quickly repairs any flat ball bearing".

HCO PL 1 Feb 66 Dir Rev "....repair of goofs....".

In short we're back to original policy.

The basic structure got varied and the subject got lost. That's the motto of this ED.

Good luck and high stats.



L. RON HUBBARD
FOUNDER

LRH:dz:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 102 INT

20 May 1970

To: All staff

From: Ron

Subject: THE IDEAL ORG

Reference: Current "Data Series" PLs

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

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

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

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

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

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

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

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

Answers would be pouring in.

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

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

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

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

The staff would be well paid because they were productive.

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

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

The students would be graduating all on fire to audit.

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

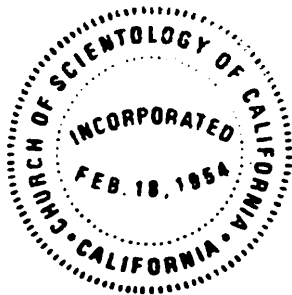
The thousand or more actions that made it up would dovetail smoothly one with another.

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

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

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

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



L. RON HUBBARD
FOUNDER

LRH:dz:gal

EXECUTIVE DIRECTIVE

LRH ED 101 INT

21 June 1970

To: ECs
Registrars
Tech Secs
All Staff
FSMs

URGENT

From: Ron

Subject: POPULAR NAMES OF DEVELOPMENTS

Reference: Recent Tech Programs

1. There are several technical programs and developments which will be very popular and already are enthusiastically received.

2. It is Vital that the terms used to publicize these and inform the public about them are standardized and made acceptable. Therefore use these terms:

3. EXTERIORIZATION INTENSIVE:

This is called just that. "We are better than we think. Many people have gone Exterior and have been audited past it. This made them uncomfortable. A new technical development makes it possible to continue to audit them. This was previously forbidden. The tech breakthrough is available. A lower level "Thetan Exterior" is not yet Clear unless he has taken the Clearing Course. It is necessary to have an Exteriorization Intensive before you can be audited further if you have ever gone exterior in auditing. People audited past exterior without an Exteriorization Intensive develop somatics because they get more powerful. This is a major 1970 technical breakthrough."

4. PROGRESS PROGRAM:

What is called a "Repair Program" on the first issue of the C/S Series HCOB just being issued is re-named a PROGRESS PROGRAM. It has been found that case gain which has not been earlier achieved can be consolidated by a PROGRESS PROGRAM. It takes 25 hours, can be done by a Class I or above as long as it is C/Sed by an VIII who has startrated on the new C/S Series. This is quite a technical development in itself. It is the answer to a pc who had "Quickie Grades" and didn't actually reach full abilities in earlier Scientology auditing. It is followed by an Advance Program which follows below.

5. ADVANCE PROGRAM:

This is what was called a "Return Program" in the C/S Series. The name is being changed from "Return" to "Advance" as more appropriate. It gets the pc really up to where he should be. It may take 50 hours or more.

6. EXPANDED LOWER GRADES:

Pcs won't like being told they "have to have their lower grades rerun". Actually that's not a factual statement anyway. The lower grades harmonic into the OT Levels. They can be run again with full 1950-1960 to 1970 processes as given on the SH Course all through the 1960s. These are now regrouped and sorted out and are called EXPANDED LOWER GRADES. Only this route will now be sold. There are no Dianetic or Scientology single - triple or "Quickie Lower Grades" any more.

7. DIANETIC CLEAR:

There is such a state. It is not however attained by feeding people Scientology cognitions as was done in LA. Only about 2% go actually Clear on Dianetics. A Dianetic Clear or any other Dianetic pc now goes on up through the grades of Scientology and onto the proper Clearing Course. The Dianetic Clear of Book I was clear of somatics. The Book I definition is correct. This is the End Phenomena of Dianetics as per the Class Chart and Book I. 2% no more make Dianetic Clear accidentally. They still need expanded lower grades to make Scientology Clear. Becoming a Dianetic Clear does not stop them from getting Power Processing. Modern Power is to its total End Phenomena.

8. CLASSIFICATION CHART:

This chart "Classification and Gradation Chart" has been reissued many times. All issues are more or less valid. To save print, the processes run column appears in "Processes Taught" on the Auditor side of the Chart. All these processes and more are used in Expanded Lower Grades. The chart is Valid.

9. QUICKIE GRADES:

Persons were too demanding to be done quickly. On many cases these grades as given were valid but a large number of cases needed Expanded Lower Grades. 20 minutes from Grade 0 to IV and 5 minute Power was far more than many could stand up to. These need a PROGRESS PGM and an ADVANCE PGM. This is true of persons at Va or R6EW or on CC or OT Levels. All these who haven't fully made it need a PROGRESS PGM and an ADVANCE PGM "to pick up all the latent gain they missed".

10. DIANETIC PCS:

Dianetic pcs should be audited on Dianetics until no somatics, then go up through Expanded Lower Grades to Power, R6EW, Clearing Course and OT Levels.

11. TRAINING:

Any pc who has trouble needs training and the amount of time required in Expanded Lower Grades and so on makes it cheaper to be trained. Students audit each other. Sell training in preference to processing.

12. OLD TIME AUDITORS:

Everything Class IVs and VIs ever learned is ALL true, ALL in use. Use them. You will need them to get in Progress and Advance Pgms. DO NOT UNDERSELL THEIR VALUE OR STATUS.

13. DEVELOPMENT PROGRAM:

This terminology and approach is a short outline of the direction tech is taking. You should tell people this. Here are the facts:

In 1968 I developed Class VIII as auditing from an OT viewpoint.

In 1969 I developed Standard Dianetics, reviving and redeveloping the subject in full.

In 1970 I have redeveloped Case Supervision and all of mid-grade Scientology. None of its materials are old and its earliest books apply mainly to OTs!

When this bridge from Dianetics through full Scientology to OT VI is in, in, in, I will then release OT VII.

This is the developmental project.

14. FLAG:

A glance at all this development and refinement should tell you what Flag is. And its real not rumoured atmosphere. Flag is the basic research area of Dianetics and Scientology. Over half its crew are Clears today and many are OTs. It is probably the calmest, if one of the busiest areas on the planet! Two years ago it had a largely unprocessed crew. That was two years ago, a long time in Dianetics and Scientology. That's all past. All these groovy goodies listed were developed by me and tested and disseminated with the help of Flag.

It takes a calm, smooth environment to do work like this. You can mention that too, if you like. I only mention it because people coming here are "so surprised how beautiful and safe it all is now on Flag". Such statements are received here with wonder. It's been that way for two years ever since we sent away some bad hats and got the crew processed. That's the way the world will go too! Raw and then cleared. It's its own testimony to Dianetics and Scientology that I could change a ship so thoroughly from rough to smooth in only a few months. The subjects do work you know. Place is quiet like a mill pond.

So all these developments are coming from me to you with love from the calmest and happiest if the hardest working spot on the planet.

Use them well.

L. RON HUBBARD
FOUNDER



LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 100 INT

10 May 1970

To: All Staff

From: Ron

SUBJECT: LOWER GRADES UPGRADED

Reference: HCO PL 10 May 1970 Multiple Declare Cancelled

If you want to know why your org is having trouble with some pcs, read the above new PL.

Declaring several Grades at once was NEVER AUTHORIZED.

There are several processes per grade as per the Classification Chart under "Trained In". These are all run if necessary to produce an attest as per the "Abilities Attained" Column.

This amounts to losing the whole subject of Scientology processing! WOW.

YOU HAD BETTER GET THIS IN FAST ON ALL NEW PCs.

And you rehab old pcs by asking the "Ability Attained" Question.

It is vital you get IN IN IN HCO PL 10 May 70 and save your org any further field upsets.

I've lately found more newly audited pcs have not attained these abilities and some (from whom we had trouble!) went from Grade 0 to Va in 20 minutes!

NO GRADE NOT ATTESTED TO BY ITSELF MAY BE A COMPLETION ON YOUR STATS.

Multiple declare of 4 grades at once would count only as 1 completion.

So change your Tech-Qual lines fast.

It's vital.



L. RON HUBBARD
FOUNDER

LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 99 INT

27 April 1970

To: EC Scn Orgs, SHs
C/Os, AOs
All Auditors
Tech Secs
Qual Secs

From: Ron

Subject: CASE SUPERVISION ED Clarified

Reference: LRH ED 93 INT of 30 Mar 1970 "Case Supervision"

The above referenced LRH ED is cancelled at the request of VIIIs.

Auditing volume stats are rising and no serious cases of out C/Sing are reported except as follows:

- (a) Short C/Sing to "get lots of completions".
- (b) Telling Dianetic Clears they can't now go on up to Power, R6EW and Clear and OT grades.
- (c) Auditing pcs who have exteriorized in earlier auditing (to handle this see HCO B 22 Mar 70 Exteriorization and High TA).

I am sure that these matters will be handled without further changes in the C/S line up now existing.

Interne checksheets will be furnished soon to orgs.

Continue with your present line up and congratulations on rising auditing volume stats.



L. RON HUBBARD
FOUNDER

LRH:kjm:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 98 INT

19 April 1970

To: HCO ES

From: Ron

Subject: MIMEO

As you will hear, you are about to get all local promotion make up in your org. Pubs will cease to do it.

This brings up MIMEO and/or PHOTOLITHO machines.

About 15 years ago I examined this subject and found that no org could prosper or even function without a MIMEO machine. This could be interpreted as one of these small photolitho machines or as a mimeograph.

We have never had any trouble running mimeo sections. When WW started mailing out already cut stencils for HCOBs and PLs it was just being accommodating.

It did however tend to reduce the local mimeo sections.

Over several years the final result has been scarcity of materials. This makes an outness in courses, in staff know how and has obviously cut deeply into income.

Now that orgs will be doing their own local promotion a MAKE UP SECTION in Div 2 will take on new importance.

If you have a mimeo or photolitho you can promote quickly. You can reach people like FSMs easily. You can issue mimeo orders for students and staff. And most importantly you can make up HCO B and PL deficiencies.

This doesn't mean you never get anything (like a mag or prom piece) printed. It does mean you can fill in the dead spots promotionally with mimeo.

If Address is plated and in some kind of shape you can do a lot with specialized promotion like to all past students or all past pcs etc. You can offer them special things.

Personally I don't think I could run an org without a mimeo or photolitho machine. Routing forms, bits and pieces of admin, if lacking can tie the place in knots.

HCO, if it has a mimeo and an address file can always set wheels in motion when stats go down.

I have been having a spot of trouble the last half year trying to reach to some org staffs because the mimeo-bulletin -ED-PL lines were stumbling across an absence of a make-up, mimeo section in several orgs.

This points out a larger outness. If you don't have make-up mimeo under your direct control and in an org you tend to lose out in a number of ways.

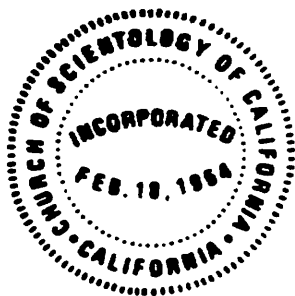
A Roneo Stencil Cutter and a Roneo mimeograph machine and file cabinets and mimeo typewriters are not all that expensive. Other brands and types are quite good. There are also photolitho systems, the only drawback is that they require more skill, are more expensive and work turned out on them, when used for general magazines is not all that good.

Looking back over the years, I can't see how an org could run without a make-up, mimeo section. Thought I'd just pass it on to you as a tip.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:dz:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 96 INT

18 April 1970

To: All Staff

From: Ron

Subject: HCO DEPT ONE

Reference: Org Pgm No. 1
LRH ED 49 INT
HCO PL 17 Apr 70, "Dept 1"

A bit of a breakthrough on org pattern and the importance of Dept 1 will be of the greatest interest to you. It spots the change where in a few places we began to get smaller less prosperous orgs.

Dept 1 went out.

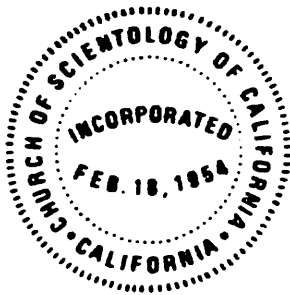
Getting Dept 1 in is your next step on Org Pgm No. 1 when No. 1 is complete.

It's actually the next project that should be pushed.

I think you'll find it quite magical.

(Thanks for your Thursday Reports. They sure help!)

L. RON HUBBARD
FOUNDER



LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 95 INT

8 April 1970

To: WW and UK Executives
All Staffs

From: Ron

Subject: FLAG EXECUTIVE BRIEFING COURSE

Reference: LRH ED 10 UK 1 NY, "EXECUTIVE DIRECTOR APPOINTEES
IN TRAINING"

Flag is instituting a FLAG EXECUTIVE BRIEFING COURSE.

The course will be conducted on Flag.

The curriculum will consist of the technology of upper level executive management, using existing materials with a very high concentration on practical drills.

Payment for the course will be by note from the org benefiting, maturing in one year, easily handled by greatly increased stats.

ANYONE NOMINATED AS A FUTURE EXECUTIVE OF AN ORG WITH LONG RANGE STATUS WILL BE REQUIRED TO TAKE THIS COURSE.

This includes the persons nominated as UK Org Executive Directors.

There is no exact enrollment date. The course is individually taught.

The exact intention of the Flag Executive Briefing Course is to bring executive action up to the high level of precision now only attained in auditing.

Enrollees will not be subject to Sea Org discipline (which in any event is very mild today). They will wear their own clothes and have cabins.

The course duration will be about sixty days.

The course cost will be \$2000 (by 1 year note) and includes all living expenses.

Air transport 2 ways is at org expense.

Application can be made to Flag via any OTL. Address Course Registrar Division 2 Flag.

LRH:nt:bk



L. RON HUBBARD
FOUNDER

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 92 INT

25 March 1970

To: All EC Members
Tech Secs
Qual Secs
Staff Training Officers
Course Supervisors

From: Ron

Subject: TECH VOLUME AND 2 WAY COMM

Reference: No. 1 Pgms

I've been busy studying the problems of volume auditing and training and have made a vital discovery.

We lost a key basic process!

TWO WAY COMM is missing in today's line up in Academies, on Courses and in HGCs.

It goes this way -- to get volume auditing going, you need auditors. To make auditors you need fast training. The reason fast training isn't occurring is because 2 Way Comm seems to be out between Course Supervisors and Students.

Course Supervisors in most instances are not asking students if anything is wrong or how to help them and then letting the students talk. While the Supervisor LISTENS.

I am putting together new practical for Course Supervisors. But meanwhile it's very elementary.

- (1) Detect a student's concern.
- (2) Get the student to talk about his problems and troubles in study.
- (3) Listen.
- (4) Do what one can to help without evaluating.
- (5) Let the student get back to it.

Students who drift off of courses or who are very slow
LACK SOMEBODY TO TALK TO!

When a student's progress is slow or he or she appears to be troubled or struggling, a good Supervisor notices it early. He gets the student to talk about it. He listens and acknowledges. He does what he can to help without evaluating and lets the student get back to studying.

This action went out when Supervisors were found to be lecturing and evaluating on data which data, entered on the course, upset the high workability of tech as it is found in HCOBs and on tapes. This was at the time when Supervisors ceased to be named Instructors and became Course Supervisors. This was in the early days of the Saint Hill Special Briefing Course.

Two Way Comm with students tended to vanish also.

Giving a student off line data and letting the student discuss his troubles are two different things.

Qual

In Qual there should also be a Consultant Service which uses a meter and Two Way Comm to find out about cases before patch up or review. The Qual Consultant should also handle students who are slow or dropped out.

This letting the pc tell his side of it is very valuable. One can handle them much better. By analysing what they say and how they say it helps the Case Supervisor also. I.E., Natter = ARC Brks and overts. The pc's comm has been chopped. An old old session evaluated for him. Etc. Etc. Etc.

Get It In

Two Way Comm should be gotten in on all Courses fast. It will speed training and add up eventually to volume auditing by making trained auditors available. This is the way to unlock that flow.

In the HGC pcs can be Two Way Commed by the Tech Sec.

In Qual someone can two way comm those sent to Review to help the person and get more accurate data for C/Sing.

The Process

Two Way Comm is not a rote process. That's why it is hard to teach. The trick is to get the person to talk, to keep him looking and talking until he has a Cog and Very Good Indicators -- and sometimes an F/N at the end (not vital).

If you can LISTEN you have it progressing. If you can get a person to talk about his troubles and listen and ack, you really can run it.

THIS IS YOUR PRIMARY BLOCK ON VOLUME AUDITING. No Two Way Comm in training!

I hope it helps.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:dr:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 91 INT

25 March 1970

To: All Staff

From: Ron

Subject: PROGRESS

References: Thursday Reports

Thank you very much for all your Thursday Reports. Keep them coming.

It is remarkable how informative they are and how much they help.

Staff members are very alert. They know what is out when they see it.

Much of the data required to compose the No. 1 LRH ED Programs came from Thursday Reports from staff members over the world.

Stats are going up nicely in most places over the world.

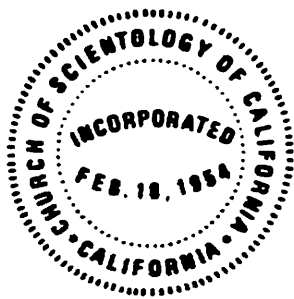
The devoted and valuable work put in by staff members is very very appreciated.

You are a great bunch.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:dr:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 89 INT

1 March 1970

To: HCO ES (Hat)
HCO Area Sec (Hat)
Director of RAP Dept 1 (Hat)
Info all staff

From: Ron

Subject: RECRUIT!

Reference: HCO Pol Ltr 1 March 1970 "STAFF APPLICATION FORM"
LRH ORG PROG. NO. 1 LRH ED 49 INT 9 DEC 69

Two and a half years before the 1968 slump we had a very heavy recruitment program and 2½ year contracts. People on staff got Power if contracted.

Your income is directly proportional to the number of trained auditors and sharp Course Supervisors you have on staff. These determine the number of admin staff you have.

You must go all out to train auditors and supervisors while maintaining income enough to make you solvent.

It simply doesn't matter how many auditors you train for staff. The economics of it will work out. So long as they are contracted you will be all right.

You will find that you lose them to admin and Exec posts. The normal route to Execs is via the HGC and Academy.

In the past, people usually paid for their courses and then decided to come on staff. However, so long as you can keep your income up, this is not important.

Lots of auditors and auditing is real wealth in an org. Income will follow as it's quite a stunt keeping a lot of HGC auditors busy. (It is not done by auditing less than 30 hours a week per auditor as some Tech Services try to do.) Finding pcs for a crowd of HGC auditors auditing 30 hours a week each keeps the Pub Divs and Dissem on its toes.

Fast, sharp Course Supervisors who don't take 4 months to make an HDC or six months for an HPA are jewels and greatly help this program.

You need staff. You need trained staff. You need auditors. You need them in the org. You need them out in the field.

So now a lot of ex staff is in the field and in many areas Franchise is booming. Orgs that are good get fat on their rough cases and the new auditors they want trained in Scn as well as people from the public.

So the thing to do is recruit staff and make auditors and supervisors.

- (1) In your public course area you should have a sign inviting org staff member applications, contracted or not.
- (2) In your Academy or training area, you should have a recruitment sign.
- (3) Staff Application forms should also be posted (HCO PL 1 March 1970).

Anyone contracting to come on staff must sign a note. If he gets his service and then blows, as some freeloaders have, you present the note to an attorney for collection. Each new service he gets requires as part of it a new note of hand.

When his contract is complete, mark his notes paid and return them.

If he goes to a higher org to be trained for you, it is on a new note and a new 5 year contract that begins when he resumes work in the org. The old 2½ year contract is torn up as completed but the notes stand until the 5 year contract is complete.

As long as you keep 2 : 1 Admin Tech ratio (closer to 1 : 1) you'll be in clover. The hottest SO Org there is is totally composed of trained auditors, Admin-Tech is 1:1 and its stats soar. It even has auditors on all its Admin posts. If you train hard and fast that's what happens. First you only have auditors in Tech and Qual with non-auditors on Admin. But as you train staff and recruit and train you get nearer to auditors on all posts.

Power

Any VIII or VII can run Power on a contracted staff member but not on the public in outer orgs.

Most orgs have VIIs or VIIIs.

(Be sure they have a new Power HCO B 21 February 70 they can get from their SH Qual Sec before they begin to do Power again.)

Divisional Actions

If you can get each Division humming, you will have lots to cover costs of such extensive recruitment and training.

Keep It Up

Don't slack off again in recruitment and training for staffs. Staff losses, even on completed contracts, are fairly high. Usually the real good ones stay on and wind up. But there is a fairly heavy turnover in the natural course of things.

Expansion was a big factor in staff losses. They went to higher orgs and new orgs. We must have 150 top liner ex org staff members in the Sea Org for whom we are now recompensing at 2 courses for 1 on any incomplete contracts. But most had already completed their contracts.

Franchise is full of people who completed org contracts and some who didn't and are now being billed.

Ex org staff members turn up in big companies also.

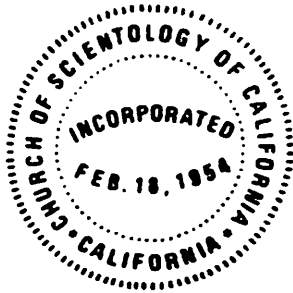
So our staff losses in completed contracts must be recruited for heavily.

It takes a while to make a top grade staff member - lots of training and auditing. So we've got to get ahead of this and stay ahead of it for we're still expanding like mad!

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:jz:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 88 INT

26 February 1970

To: Every Class VIII
Every Class VIII Course
Supervisor in an AO (Hat)
Every staff auditor in an
org
Franchise
All FSMs

From: Ron

Subject: STANDARD TECH AND INVALIDATION

Reference: HCO B 26 FEB 70 "STANDARD TECH AND INVALIDATION"
LRH ED 54 INT "SUPERIOR SERVICE IMAGE PROG.
NO. 1"

It has come to my attention that some auditors in orgs and the field have felt or been invalidated by Class VIIIs and Standard Tech. This is very far from the intention.

Standard Tech is a way of auditing and C/Sing as covered in the above HCO B and in VIII materials.

You audit by the rules, by the Auditor's Code, with TRS in, etc.

Standard Tech isn't a process or a series of processes. It's how to make auditing work.

Any auditor now can audit any processes or level for which he has been trained.

There are no texts or books banned by Standard Tech. It outlawed no processes.

Any process ever published is valid if (a) It reads on asking its question and (b) Is run to F/N and End Phenomena.

If you felt invalidated by Standard Tech or if you were invalidated for auditing materials for which you were trained, please advise me and say WHO.

Take the lid off. VIII is a way to get results. An VIII can help you do that without making you an VIII.

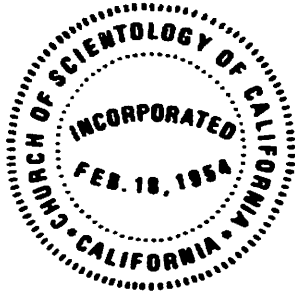
VIII is the top class of auditor. But being an auditor at all makes you among the top class of beings.

By all means eventually become an VIII. But meanwhile use what you know and audit up to the level for which you have been trained, even on HGC pcs. The VIIIs are there to help you get results.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:jz:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 87 INT

21 February 1970

To: LRH Comm
OES
Qual Sec
Tech Sec
All Auditors

Subject: CHECKOUT ON F/N AND END PHENOMENA

Reference: LRH ED 54 INT "SUPERIOR SERVICE IMAGE PROGRAM
NO. 1"
HCO B 20 FEBRUARY 70 "FLOATING NEEDLES AND
END PHENOMENA"

Your attention is called to new data on how to handle
F/Ns.

The LRH Comm is to be sure the HCO B "Floating Needles
and End Phenomena" is

- (a) rapidly available to all auditors and is
- (b) placed in all Dn and Scn study packs and
- (c) checked out on all HGC and Qual Auditors.

The OES is to make certain this HCO B is known and taught
and used.

This HCO B, if studied and used by org auditors, will
greatly improve auditing results.

L. RON HUBBARD
FOUNDER



LRH:jz:gal

EXECUTIVE DIRECTIVE

LRH ED 85 INT

12 February 1970

To: All Staff

Subject: CURRENT ACTIONS

Reference: LRH EDs 69/70

I thought you would like to know what is being pushed hard at the top.

What we are trying to do just at this time can be summarized rather briefly:

1. We are pushing to get EDs, PLs and HCO Bs rapidly released and into the hands of every staff member in every org.
2. A mimeo or photo-litho machine in every org is a target.
3. We are completing the master books of policy letters as rapidly as possible and they are being issued one book at a time.
4. Auditor training is being shoved on hard.
5. Basic org form and function is being stressed, getting a 2 to 1 or better Admin Tech ratio.
6. We are trying to get the volume of auditing of the public greatly increased in every org and pushing up student training.
7. There is heavy emphasis on getting all staffs audited.
8. The expense-income ratio of every org is being pushed into line.
9. We are trying to get every Staff Member up to Ethics Upstat.
10. Public Divisions are being guided into standard promotion to pull in lots and lots of new names for CF.
11. Tech, Qual backlogs are being cleaned up fast and further backlogs of pcs forbidden.
12. We are trying to improve the appearance and service image of orgs.

No. 1 Programs

All these and other points are covered in the No. 1 Programs appearing in LRH EDs.

New EC WW

There is a new EC WW and it is doing well and it and Continental ECs are being backed up hard by the SO.

We are refining the command and comm lines.

The next actions after the above will be getting good HCOs in in every org, which is already taking place in some orgs.

With the points above stressed, there is the continual action along all divisional lines to get the stats up.

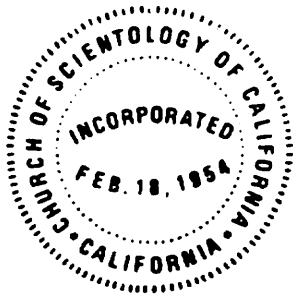
The efforts put in so far have already raised the stats in most places.

We are building very strongly now and what goes in will stay in.

It is our full intention to strengthen and expand every org over the world and take over completely and utterly the entire field of mental healing.

Step by step, point by point, we will strengthen our orgs, smooth out the comm and command lines, exert total PRO Area Control around each org and, working thoroughly and carefully, win the future for this planet.

We have a long way to go. Step by step, we will make it.



L. RON HUBBARD
FOUNDER

LRH:jz:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

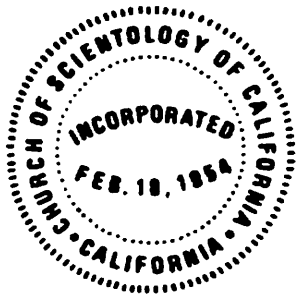
LRH ED 84 INT

8 February 1970

1969 LRH EDs

LRH EDs issued in 1969 remain in force
throughout 1970.

L. RON HUBBARD
FOUNDER



LRH:jz:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 83 INT

17 February 1970

To: ECs
All Staff
All Orgs

Subject: STAT RECOVERY
AN ANALYSIS OF BROAD OUTNESSES

As further observation is available it becomes very apparent why International Stats declined and how they are being made to recover rapidly.

Inter Org Comm

The comm lines amongst orgs were permitted to become non-functional. Orgs went out of comm with Continental and WW. This became very apparent recently when it was found that LRH EDs could not be distributed to every staff member in the world.

Thus no real data, vital to management, was available and unreal orders could result from Continental and WW.

The remedies under way for this are:

- A. Conversion of the LRH Comm line network into the network of comm between orgs, Continental ECs and WW and so observation and compliance can occur.
- B. Permitting orgs to re-mimeo materials received such as LRH EDs, HCO Bs and PLs. Curing any backlog of mimeo.
- C. Speeding up all comm lines.

Auditing Delivery

Scn Orgs have had the advantage over other Earth activities of having brighter staffs. People who are audited have higher IQs and are more effective and have better judgment.

Somehow, auditing volume delivered was permitted to drop. Public pc backlogs piled up. Auditors were on Admin posts. A scarcity of auditors developed. And contracted staff members were not even audited when charged for it.

It actually is possible now to audit a pc hundreds of hours. It is also the amount of auditing received rather than just grades which pushes IQ and ability out the top.

If orgs had ceased to audit their staff members, they were losing a definite advantage, as orgs, of having brighter, better people.

This is being remedied by:

- (a) Crash programming auditor training to get lots and lots and lots of auditors in orgs.
- (b) Pushing Admin-Tech ratio to 2 to 1 or better and training any admin excess personnel up as auditors fast fast fast.
- (c) Recruiting for staff members from Academies and courses and for staff and pushing their auditor training, if not full time at least part time.
- (d) Pushing in hard the HDG data on training in every org so tight scheduling and good 8C results in fast training.
- (e) Developing and giving Student Rescue Intensives to speed learning rate.

Org Know How

Our Orgs long had an advantage of being better organized and faster moving than other Earth Organizations. They had very advanced organizational technology in which the natural laws of organization had been isolated.

But with only 8% of staff members over the world who had been once through the Org Exec Course, with policy and divisional policy packs unavailable, this organizational advantage was thrown away.

I have always worked on the basis that every staff member, no matter how minor a post, must know all there is to know about the organization and its policies. I frown on having an expert or two at the top who are the only ones who know. You can't have a team where 7/8ths of those on it are in ignorance of what the team is trying to do. That's more like the army than an org!

Such a condition, all by itself, will slow an org down to a crawl because it piles up tons of misunderstandings daily. It causes excessive blows and crashes stats.

This is being remedied by:

1. Getting current EDs, HCO Bs and Pol Ltrs into the hands of every staff member.
2. Turning out full, printed HCO Pol Ltr packs for individual purchase.
3. Turning out divisional summaries so even a new division staff member can be briefed quickly on his division.
4. Making the Org Exec Course a requirement for full pay on the post.
5. Smoothing out any conflicts that have grown up in policy matters.
6. Getting all orgs onto standard org form and actions being done by an informed and knowledgeable staff.

Stats went down because our advantages of good between org lines, well-audited staffs and well informed staff members somehow became neglected in Scientology orgs.

In the same year and a half period, the SO orgs, where these three things get heavy attention, continued to prosper.

These three things went out because of losses of trained staff to Franchise etc. but mainly because WE FAILED TO RECRUIT AND TRAIN AS RAPIDLY AS WE EXPANDED.

Wherever we get these things in in an Scn Org, it immediately starts to raise its stats.

The LRH ED No. 1 Programs contain these elements, amongst others.

A staff member really has 3 hats - and used to each keep up 3 folders.

- (1) Post Hat, in which the person's hat write-up by outgoing persons, PLs of the post and the data about the post were kept.
- (2) Staff hat, in which material concerning one's duties as a staff member were kept, plus new EDs and PLs.
- (3) Tech hat, in which the HCO Bs relating to the post or newly issued were kept.

These three hats should be in the possession of every staff member and are inspected for by the HCO Area Sec.

We are working hard to remedy these matters.

There is exactly no reason why a staff member in an Scn Org cannot do better than he ever would in Franchise.

I estimate that the GI stats of any Scn org are about 1/250th currently of what they will be if the No. 1 Programs are gotten in, if the above three situations are fully corrected and if staffs produce. And the 1/250th is a conservative estimate.

You cannot have a total monopoly in the effective mental tech of a planet, rivals or no rivals, without eventually clearing the planet. But you have to communicate, use it and apply it!

I hope this analysis of the situation is of help.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:jz:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 82 INT

18 February 1970

To: All Staff
STO Hat
LRH Comm Hat
C & A Hat

From: Ron

Subject: ORG EXEC COURSE PASS

Reference: LRH ED 27 INT 1969 LRH COMM STAFF PROGRAM
NO. 1

Modifying earlier requirements for a completion
on the ORG EXEC COURSE:

If a staff member after one time through the
materials (including all PLs up to 31 Dec 69) can
pass an examination 84% he can be given a comple-
tion on the Org Exec Course.

The Examination given must be composed by the
Qual Sec who must attest the questions were unknown
to the student. The exam must consist of 50
questions of a non-controversial nature, each one
counting 2 points.



L. RON HUBBARD
FOUNDER

LRH:jz:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

FO
LRH ED 81 INT

20 January 1969

A VITAL TARGET

Trained Auditor Programme

It is vital that we step up auditor training in all orgs.

The VITAL target is

TO HAVE TRAINED AUDITORS IN PLENTY IN ORGS AND FIELD.

My data is that we must have specialized in preclears for quite a while, that staff training as auditors went out and that we began to develop backlogs of pcs.

Backlogs of pcs must be avoided.

Trained auditors by far make the better executives. Thus staff auditors get promoted to execs and the staff auditor vacancies aren't filled.

We used to allow for this. Many Academy graduates came on staff as staff auditors routinely. HGC auditors then got promoted to executives.

Staff training programmes permitted staffs to get to be trained auditors on a part time schedule.

In London we used to hire typists and clerks from employment agencies. A large percentage of them, with no urging at all, saved up and took advantage of their 50% staff discount and got their HPA, then came back on as staff auditors and went on to other staff posts. Either training got too long or too involved or the route got barriered.

In any event each org should take responsibility for getting the route unplugged. People who came on staff came from the public as just-a-job or from the Scientology field, got trained, became staff auditors, etc.

I know in orgs where I have worked I usually had to unblock hiring. For some reason I had to do it. All sorts of barriers got put up to people who wanted on staff. I used to hear of people and by pass and get them to be put on.

Also, I used to order a sign in PE to get PE attendees to join staff and a sign in the Academy to get graduates to join staff. This was SOP.

When an org is signing up more pcs than students it will go broke or be poor.

The 50% scholarship offer (50% of fees) mailed out used to work well. It could be mailed to FSMs to hand out to prospective students. If the scholarship only applied from Dianetics to HPA and not to segments, it would boom training.

Some orgs just plain try to be clinics. The public loves to take no responsibility and be given it all as pcs. When they get to Solo and above they wish to hell they had become real auditors.

You can jam the training line by making an Academy Course long and as heavy as an SHSBC.

The REAL design of training (if anybody would really do it this way) is:

Dianetics: Fast Course on Technique. Slide by on philosophic data.

Academy: Fast Courses on Technique. Learn all the motions.

SHSBC: A course taking in ALL the data, philosophic, with polishing of Technique.

Class VIII: Sharp rapid STANDARDIZATION of auditing and case supervising with 100% gains.

When you try to standardize Class VIII style the Dianetic course, or SHSBC, the Academy courses, you slow people down to nowhere.

Now that we have Ethics in and VIIIs in every org WE CAN RESTORE ATTESTATION. When we knocked it off we also knocked down our stats. Ron's Journal 1968 will RESTORE ATTESTATION OF GRADES AND CLASSES. This will speed up training again and raise stats. It works only if you keep Ethics in.

This is my immediate contribution to MORE AUDITORS.

After all, early auditors weren't all that well trained. And training parallels the progress time track of the subject!

BUT as we EXPAND we will CONTINUALLY FACE THE PROBLEM OF AUDITOR SHORTAGE.

Therefore YOU make a contribution on your end of it by making the lines open. Post staff procurement signs. Get staff trained up. Get the public to get trained.

Executives who aren't trained auditors have the highest mortality rate as executives. How can anyone really guide a Scientology org who doesn't know the subject.

So let's keep this Target up there as a big Target:

TO HAVE TRAINED AUDITORS IN PLENTY IN ORGS AND FIELD.

Train staffs is part of the Target.

Sign up more students than pcs is part of it.

Push Training in Promotion is part of it.

We used to tell people that training as an auditor made one more able to handle life and his fellows. It didn't mean one became a professional auditor and hung out a shingle. We better hit this campaign again.

Anyway, it's a key Target, a big one. It is a Vital Target, what we have to do to make things go at all.



L. RON HUBBARD
Founder

6 August 1982

ADDENDUM

LRH ED 81 INT

Reference: Scientology Policy
Directive 19

THE INTEGRITY OF SOURCE

LRH ED 81 INT A VITAL TARGET was written by LRH. At his request, CS-2 added a program in LRH ED 81R INT, which LRH approved. The revised issue also contained some revisions to the text.

LRH ED 81R INT has been cancelled, as much of it was not written by LRH. Since he requested and approved the program, however, it has been revised for reissue as an Addendum to the original LRH ED 81 INT. In this way, what LRH wrote is clearly distinguishable.

(Revisions to original program in script. Ellipses indicate deletions.)

PROGRAM

1. Make this LRH ED known to the Execs and staff by reading it to them and posting a copy on the Staff Bulletin Board. LRH COMM _____
2. Get Sales and Promo personnel in addition to Tech starrated in Qual on HCO PL 25 Sep 79 Iss 1 Urgent - Important Successful Training Line Up. LRH COMM _____
3. Start selling Training FAST in preference to processing. (Do NOT let up on selling auditing too.) Use the argument - a student gets tons of auditing - cheaper - study is high gain - training as an Auditor makes one more able to be at cause over the crashing world and handle his fellows. REGISTARS _____
4. PROMOTE CHEAPEST ROAD TO CLEAR is through Training. REGISTRARS, DIR PROMO AND MKTG _____
5. Use Fast Flow Training reinstated and co-auditing as selling points. REGISTRARS, DIR PROMO AND MKTG _____
6. Give Reges a quota of at least one for one training/ processing and demand the quota is met and maintained. CO/ED, DISSEM SEC _____
7. Make it clearly known to CF public that the Primary RD is suspended as a pre-requisite for all Academy Courses. The only pre-requisites are the Student Hat Course, and additionally, Method One Word Clearing is a prerequisite for OEC and a certification requirement on level 0 students and above only. REGISTRARS, DIR PROMO AND MKTG _____

8. Issue promo offering *Student Hat Course* free with full price purchase of Academy Levels 0-4, OEC or SHSBC.
DIR PROMO
AND MKTG
9. Offer the *Method One Co-Audit course* (HCO PL 25 Sep 79 Iss III Hubbard *Method One Co-Audit Checksheet*) to students for OEC and Academy Level 0).
REGISTRARS
10. Enclose hard sell training fliers and enrollment forms in letters out.
DIR PROMO AND MKTG,
LETTER REGISTRARS
11. Cram the Registrars hard if Training Money is down or isn't recovering and pull in and cram anyone found to be urging the Reges to mainly sell processing and include in the cramming cycle a clay demo on "What happens to an org who hasn't a full Academy and specializes mostly in processing."
QUAL SEC
12. Call in and get back on course blown students...
D OF T,
ARC BREAK REG
13. Get or keep Reges attending training courses regularly and F/Ning as students. A Reg who is winning at training is more apt to sell training than a Reg who's blown from course or having a rough time of it.
TECH SEC,
SSO
14. Find out about the training courses your org can or should deliver applying 7 points of an Ad (HCO PL 10 Feb 65 "Ad and Book Policies") so you can offer training with certainty and real R and close sales one for one.
REGISTRARS, DIR PROMO
AND MKTG
15. Force into full effect "What is a Course" PL 16 March 71 and supervisor assistance for Fast Flow students.
LRH COMM (Flag Pgm
Order 86RD "What
is a Course")
16. Prominently display a sign in *Basic Courses* to get attendees to join staff and sign in the Academy to get Graduates to join staff directing them to see the *Recruiter*. (HCO PL 24 June 70R ISS II)
HAS
17. Raise staff pay by training students as the primary production. If an org only audits and has no or few students it has to pay all bills and promotion from processing money. Realize an auditor can only handle one person at a time whereas a supervisor handles a class full of students and is therefore capable of delivering to more than one person at a time.
ED/CO
18. Permit and encourage staffs to get trained as Auditors on a part-time schedule outside production hours.
CO/ED, HAS

19. ... _____
20. Offer a free 12½ hour intensive to the Registrar who
each month sells more training than processing and
make Tech Deliver. CO/ED _____
21. Signify Pgm progress and completion to LC OPS FLAG.
LRH COMM _____

Original Program by
CS-2

Revised and Reissued as Addendum
by

Flag Mission LRHEDs

Authorized by AVC

Approved by WDC

for the

CHURCH OF SCIENTOLOGY
INTERNATIONAL

CSI:WDC:AVC:FMLRHEDS:CS-2:iw

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 80 INT

5 February 1970

To: ECs
All Staff

Subject: ORGANIZATION AND INCOME

Reference: LRH ED 49 INT 9 Dec 69 ORG PROG. NO. 1
LRH ED 27 INT 20 Sep 69 LRH COMM STAFF PROG. NO. 1

Data is coming in which points to the urgent necessity of training up executives and staff on the Org Exec Course.

A survey showed only 63 of 805 Scn org staff members had done the OEC.

With this few people in orgs having the know-how to run orgs, of course stats are down.

At least get your Execs and staff through the OEC one time through.

The outnesses reported in orgs are very big.

All this is covered in the OEC.

Org Prog. No. 1 LRH ED 49 INT will get an org running and keep it there long enough to get it really trained up and truly formed.

There is a definite and positive relationship between an org being organized and its income.

There is a definite relationship between a staff that knows its OEC and the income.

Without organization, an org can't expand and is very liable to go broke.

The No. 1 Programs should be driven in hard hard hard by the Executive Secretaries.

You haven't got all that time.

Get organized, get busy auditing and training with both Dianetics and Scientology and get all staff members really up on their OEC and get the show on the road.

Sea Org Missions and Guardian actions are moving out over the world to get these No. 1 Programs known and in action in even the smallest orgs.

Your Gross Divisional Statistics are being watched at WW, at the Sea Org and in every Guardian Office.

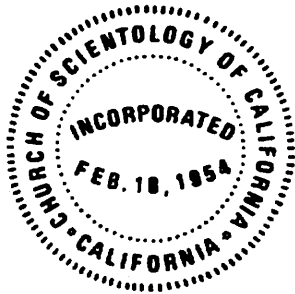
The name of every Exec Sec and Secretary is appended to these stats at WW, in Guardian Offices and in every ship and base of the Sea Org. I see these stats and these names regularly. All these command points run by stats observed. Every person in them expects these GDS stats to go UP.

It is important, it is urgent. It is watched.

Where GDS stats remain low, there is a conviction that the Exec Sec or Secretary isn't driving, that the org is not well organized, and direct observation bears this out.

Get organized, get busy. Don't let the side down. And don't let others let it down. We have a planet to win.

L. RON HUBBARD
FOUNDER



LRH:jz:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 79 INT

4 February 1970

To: EC

Subject: MAJOR AUDITING ACTIONS

Reference: SUPERIOR SERVICE IMAGE PROG #1 LRH ED 54 INT
AUDITING LRH ED 67 INT
USES OF AUDITING LRH ED 75 INT

I have just written HCO Pol Ltr 4 Feb 70 and HCO B 4 Feb 70. Both concern "PC APPLICATION FOR MAJOR AUDITING ACTIONS".

The PL is a form to be filled out by a pc and the HCO B is how to use it.

I have found in some orgs that pcs are not being prepared for Major Auditing Actions. The major action is simply given. The result is bad results.

You need Dianetic Auditors, Class IVs and Class VIs on your staff and a Class VIII Case Supervisor, no matter what org you are.

Don't use HCO PL 4 Feb 70 as a broad field mailing piece until you have such auditors on your Tech staff as you may get swamped. Get the auditors auditing. Then you can use HCO PL 4 Feb 70 as a broad mailing.

IT WOULD BE A TERRIFIC IDEA TO GET ALL STAFF CASES UP AND SAILING. Then you'd have a broad org agreement on how much auditing can be done on a case and how much auditing can do.

An excellent prelude to your broad mailing of HCO PL 4 Feb 70 would be

- (1) Tech Div manned and operating
- (2) Staff cases sailing.

And your staff members all through the OEC at least once wouldn't hurt the action a bit.

The Superior Org Image means a lot of high quality tech delivery. A lot of experience on preparing cases to fly.

Love

RON

L. RON HUBBARD
FOUNDER



LRH:jz:sk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 79 INT

30 January 1970

Reissued

12 April 1982

To: All Exec Secs
Deputy Guardians
for Finance
Treasury Secs

FINANCIAL PLANNING PROGRAMME NO. 1 ADDITION

(Adds to LRH ED 55 INT of Dec 10, 1969)

As a result of the one compliance report received with regard to Financial Planning Programme No. 1, it is absolutely necessary that this ED be issued to amplify the previous ED 55 INT.

The one organization reporting compliance has an average income of £3,500 per week, yet in doing FP Programme No. 1, found that its operating costs, promotional costs, and monies needed to pay sums due on writs against the organization amounted to £5,800 per week, whereupon it was gleefully decided that the organization would have to make more income. Now this was not the whole intention of Financial Planning Programme No. 1.

In presenting Financial Planning Programme No. 1, it was considered that the basic costs of the organization would be LESS than its income, but that such basic costs would give the Executive Council an idea of how much they would have to make to barely survive and every once in a great while, it would require added effort by the organization to pull its income up to its bare existence level.

Therefore, the following is added to this programme:

1. After completing the actions listed in LRH ED 55 INT, the average weekly income for the past four months is to be calculated.
2. If the basic expenses of the organization are greater than the average weekly income, the operational costs must be reduced and the organizational expenses CUT BACK to a figure below that of the average weekly income.
3. If the organization also has past bills owing, then the organizational expenses must be CUT BACK even further to permit past bills to be paid. At least 10% to 15% of the average weekly income must be set aside to pay past due bills and so the cut back in expenses must take this figure into account.

If you have completed Financial Planning Programme No. 1, immediately take the actions required in this ED and resubmit your compliance report to LRH Comm WW with a copy to the D/Guardian for Finance WW.

LRH:jz:ei:kjm
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L. RON HUBBARD
FOUNDER

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 78 INT

28 January 1970

To All Staff

SUBJECT: SUMMARY OF INT NO. 1 PROGRAMS

Synopses and Intentions

LRH COMM STAFF PROGRAMME NO. 1
LRH ED 27 INT 20 SEPTEMBER, 1969

This is a plan to get all staff members up to HDC or HDG and get them through the Org Exec Course. It is done by part time training, the person carrying on his regular staff job.

If staffs are all trained on the OEC it is very unlikely that the org form and functions will go out.

Technical reality on the subject of auditing pcs is highly desirable on the part of Admin staff.

This paves the way for better staff students to be pushed through to Class IV full time.

It temporarily suspends working on Staff Status 0, I and II, when we have lots of OEC trained people we can revert to Staff Status training for newcomers.

ETHICS PROGRAM NO. 1

LRH ED 39 INT ETHICS PROGRAM NO. 1 23 NOV. '69

The purpose of this is to pick out AND ADD TO persons who should have Ethics Protection because they are producers.

LRH ED 63 INT 16 DEC '69

This reassures people they can become Ethics Upstats and not to be upset if not selected at once.

ED 52 INT 10 DEC, '69

An effort to get an LRH Comm on post in orgs, an Ethics Officer and a Staff Training Officer.

The Assistant Guardian is exempted from the Tech Admin ratio.

See HCO PL 27 Jan 70 which shows how many should be in an org before appointing an LRH Comm.

Even if an org only has 3 people it still has all these posts, the HCOES being the LRH Comm and Ethics Officer in addition to other duties and the OES holding the Staff Training Officer function.

LRH ED 73 INT 9 JAN '70

The steps to take on those who didn't make Ethics Upstat, to give them a chance to become Ethics Upstats.

The full intentions are to get Ethics in in Orgs, protect Upstats and bring others up to Upstat by auditing and training.

ORGANIZATION PROGRAM NO. 1

LRH ED 49 INT 9 DEC '69

This is an effort to make it easy to reform an org whether the org is large or small.

This gives how to attain your 2 Admin to 1 Tech ratio - which must not be exceeded.

If an org of any size is having any trouble operating, it should carefully follow this ED.

If an org's Tech-Admin ratio is greater than 2 Admin to 1 Tech it will only be able to pay poorly and function badly.

This is all in policy. Here in Org Prog. No. 1 it is condensed as a guide.

This ED is to be used to stabilise and establish a workable org form which will produce with good GIs and pay.

Orgs which have more than 2 Admin to 1 Tech should take from their excess Admin their best potential students and full time train them to swell Tech ranks and increase student-pc production.

Org duties and actions are clearly outlined in this Program.

SUPERIOR SERVICE IMAGE PROGRAM NO. 1

LRH ED 54 INT 10 DEC '69

Official orgs are really there to service groups, franchises and the public.

They are supposed to be sources of superior service. The service must be superior to that available from groups, franchises and field auditors and should help them, handle their rough pcs and students and assist them to function.

An org isn't a competitor to groups, franchises and field auditors. It is the unit to which these feed people and to which those in the field look for help, data and training.

An org isn't just another Franchise.

It must be a snap and pop senior that knows its business and does it.

LRH ED 66 INT 16 DEC '69

Instant Service Project is part of the Superior Org Image.

An org NEVER backlogs pcs or students. Never makes them wait.

They sign up, they get service, no matter how that makes the OES sweat and figure and juggle auditors and space.

An org can kill itself dead making anyone wait.

LRH ED 75 INT 17 JAN '70

Auditing isn't being used broadly enough to do enough for people in orgs.

Three HCO Bs were written to put this across.

Signing up a pc for "Dn Triples" and "Scn Triples" and calling it handling cases is nonsense. There is enough to audit on one.

All Class VI processes can now be used (a) if they read and (b) if they are run only to F/N. This gives orgs thousands of processes to run in addition to grades to handle specific complaints.

We can keep a pc going for 100 hours just using Dianetics and Class VIII Scn actions. Class VI is in addition to this.

Recent findings are that the small number of hours being delivered by orgs (despite huge backlogs) shows orgs deficient in scheduling pcs and deficient in rendering service. This must be handled fast as a gross outness.

An org is a pc-student factory.

FINANCIAL PLANNING PROGRAM NO. 1

LRH ED 55 INT 10 DEC '69

Survival of an org depends on solvency.

Solvency depends on making more than it spends.

This ED is a clever one actually written by MSH. She said, "IF they will just do this ED they will become solvent." It's true.

It is very important to staffs that Financial Planning be done well as if it isn't, it threatens their pay as well as the org's survival.

LRH ED 74 INT 14 JAN '70

This reinforces the data of solvency and Financial Planning.

The above are the key programs being pushed by me and have already accounted for general world stat increases.

If we keep working on these things all will be well.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:jz:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 77 INT

27 January 1970

To: Every Staff Member

RE: THURSDAY REPORTS

Thank you for all your Thursday Reports. They help a great deal, giving me a first hand view of what's going on in your org. Keep them coming.

AUDITING MYSTERY

Here's something you can help me solve. I have no idea of why such a tiny microscopic amount of auditing is being done in some orgs.

Do you know of any reason, order, threat, rule, HCO P/L, HCO B or idea that would be used to prevent auditing being delivered to the public and staff?

When I see "5 hrs" as the weekly amount delivered by a Foundation or "28 hours" as a weekly amount delivered by a day org, I can't believe my eyes.

On Flag just to care for the people's health and grades, we deliver 28 hours in half a day and we have no big auditing staff. We deliver about 300 hours, not counting solo, a week to 108 people, the number on staff, just to keep cases moving technically, handle aches and pains and sniffles.

In Wash D.C. when MSH was D of P, we delivered 80 to 100 hours a day! In slack times!

So this is one awful screaming mystery to me. I don't know how anyone can deliver the small amount of auditing I see on the stats of some orgs.

If it's auditor scarcity then we have already ordered excess admin staff (above 2 to 1) on full time training and Staff Prog. No. 1 should have given you lots of HDCs to be further trained.

But I still don't see why auditing isn't being delivered in high quantities. It's not no pcs as one org had 70 back-logged! Another 150!

A backlog in Tech or Qual will very soon give you no pcs! Who wants to wait. So that means no pay for staff, too. Backlogs are a wicked sin.

A staff auditor in HGC or Qual is expected to deliver 30 hours a week with pcs plus admin time to complete the reports. It is up to the OES or Tech Services to tightly schedule pcs to keep all auditors busy.

The only time I ever saw auditing hours fall in an org was when the Registrar was scheduling pcs. The registrar would ask the pc, "When do you want to be audited?" The pc would say "Thursday nights" and the Registrar scheduled all pcs. The org had 35 auditors, some working only 2½ hours a week!

It's up to the OES Tech and Qual to cope and schedule without backlogging. The Registrar and PES simply cram pcs at them and they MUST cope and must NOT BACKLOG. It's quite a job for the Reg and PES to keep a dozen auditors supplied with pcs.

There can be all sorts of reasons some orgs are delivering low hours. Orders or conflicts of orders can cause it. I've run fresh out of guesses as to why and need help to understand and remedy it.

Snoop around. Look. Find out why or what reason or order could possibly exist for so few hours of auditing being delivered.

Also please give me your idea of how to increase the number of hours of auditing being delivered in your org after you've looked into it.

An org depends for stable income in the main on fast training, lots of students. But auditing MUST be delivered by an org in quantity.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:jz:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 76 INT

26 January 1970

To ECs All Orgs
To All Staff

1969 DOWNSTAT CORRECTIONS

In 1969 several actions contributed to low stats.

TRIPLE PRICING

Scn Triples were not quickly or realistically priced.

Triple grades or Triple Flow Dn should be twice the price of single grades or single flow Dianetics.

In this way, singles can be and should be sold. An equal amount can then be charged for the remaining 2 flows.

When Dn Triples or Scn Triples are sold as an original package, they should be twice as much as singles used to be.

While pricing should be a local matter, it became set by Policy when some misguided areas lowered prices to a point of local insolvency.

One can always charge more than the required price. Franchise and field are required to charge the same as orgs but may charge more.

DN BEFORE SCN

2 PLs by someone else, now cancelled, required a person to be audited on Dianetics before any Scn auditing. This is contrary to the LRH ED saying don't drop any Scn action or service. The only danger to orgs was that they went off Scn usual actions. Requiring Dn auditing before Scn auditing was a wild change and hit orgs hard.

They should have just gone on selling and auditing Scn as usual.

However, the Dn field boom has begun to flow back into orgs.

The Dianetic boom should be reinforced in the field. Orgs should do lots of HDG selling to HDC field graduates.

Also a scholarship for 0-IV Scn training should be made known to all Dn field grads. Everything above £125 or \$500 is awarded as a scholarship to successful Dn HDCs.

We know who these field grads are because orgs issue the certificates to field Dn graduates.

The Dn boom saved us in the long run but failure to carry on with Scn as usual was hard on orgs.

AUDITOR SCARCITY

The Tech Admin ratio of orgs must never be more than 2 Admin to 1 Tech. As orgs increase in size (to 75 staff membe. for instance) the ratio should tend toward 1 to 1.

One org was way out to 5 to 1, another 3.4 to 1.

Auditors were generally scarce in the Tech-Qual Divs in orgs, even when they were on other posts.

Auditors in general became scarce.

The answer (as in Org Pgm No. 1) is to get the Tech Admin ratio to 2 to 1 at once and shave it toward 1 to 1.

Those in excess on admin who are not auditors should be put on full time training.

The action is MAKE AUDITORS. USE AUDITORS TO AUDIT. There should be a very heavy push on this.

Any and all lack of pay in orgs comes from a failure to heavily produce pc and student completions.

Backlogs of pcs in Tech or Qual are utterly unthinkable. You just never have them. You produce.

The PES promotes and Registrars sign up without any regard to the comfort of Tech or Qual. The OES copes. That's the way it has always been. And never any backlogs.

One org had 70 pcs backlogged in their HGC! The auditors were on Admin posts. There were only 3 auditors in Tech. Those in Tech and Qual were not very competent in that org, getting only 1 completion every 3 days! When jogged up on their tech they began to get 3 completions every day.

An org is a pc-student factory. If no people are auditin and training where's the pay going to come from?

Admin is there to get in and handle pcs and students and keep the org safe and solvent.

ADMIN CHECKLIST

The various files - CF, address - and admin pieces of an org should be kept in PT. A list of these is being made up

However, an org that can't keep its internal admin up wastes its customers madly.

In 1969, it was found that the CF and address functions in orgs were generally not being kept up.

FINANCE

Financial Planning has been out in most orgs. Their cash-bills ratio was worsened by great carelessness in money handling. With down income expenses were neglected.

FP Prog. No. 1 lets an org get a start on solvency.

Having people in Finance or on EC posts who have not do the finance pack - it is short - is suicidal to an org.

FSM

The FSM networks broke down in lesser orgs in 1969.

One has lots of FSMs and pays them promptly on selections.

Every org, big or small, should have FSMs.

FREELOADERS

A lot of orgs lost auditors they had trained. These went to higher orgs or into Franchise or got training on a promise to work in orgs.

This is being solved by requiring undated notes before training people without charge to them. Makes them less eager to break their contracts.

USES OF AUDITING

Auditing was not being given full use by the org.

These points were the major reasons for the stats of 1969.

I have issued a number of LRH EDs giving programs to remedy some of these and other points.

If you get these Program No. 1s in, which began with LRH ED 27 INT 20 September 69 LRH COMM STAFF PROG. NO. 1, you will not only pull out of it, you will soar.

YOU SHOULD INFORM ME IF IN YOUR LOCAL AREA OTHER REASONS EXISTED FOR 1969 STATS.

DUE TO THESE NO. 1 PROGRAMS GOING IN AND THE DETERMINATION AND HARD WORK OF STAFFS, STATS ARE CURRENTLY RISING OVER THE WORLD.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:jz:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 75 INT

17 January 1970

To all Exec Secs
LRH Comm for action

Reference: LRH ED 54 INT
SUPERIOR SERVICE IMAGE PROG. NO. 1,
of which this is a project.

THE USES OF AUDITING

HANDLING WITH AUDITING

REGISTRAR ADVICE FORM

HCO Bs have been written to assist creating a Superior Service Image.

They are:

- (a) HCO B 15 Jan 70 The Uses of Auditing.
- (b) HCO B 15 Jan 70 Issue II, Handling with Auditing.
- (c) HCO B of 19 Jan 70 Registrar Advice Form.

The LRH Comm of the org (or HCO ES where there is no LRH Comm) should have these 3 HCO Bs checked out on:

The Exec Secs
The Registrar
The Letter Registrar
The Tech Sec
The Qual Sec
All C/Ses
All the org's Auditors

These 3 HCO Bs should also be included in the hats of the above.

These HCO Bs are being made part of the Dianetics Case Super Internship checklist.

A reason for a deteriorated org image (and GI) is a failure to really use auditing to its fullest extent. Selling people a couple of packages like Dn Triples and Scn Triples and calling it a day is both foolish and destructive to an org. Auditing has tremendous numbers of uses and applications. One applies it personally to the pc.

Another reason for a deteriorated image is a failure to actually handle a pc's troubles.

The HCO B 19 Jan 70 is the Registrar's Advice Form which shows what the pc wanted and which is put at once in the pc's folder so the C/S can have the data.

Of course, in addition to the above, it goes without saying that the most destructive thing that can be in an org is a Tech or Qual backlog. A one-day wait for a Tech pc is too long

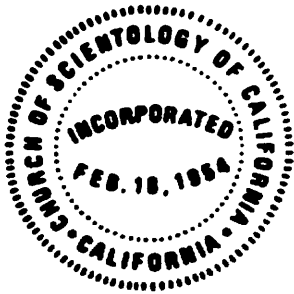
and a 3 hour wait too long for a Qual pc. You need plenty of auditors and must keep them working full time and must never have a backlog in Tech or in Qual, day or foundation. If you ever permit a backlog to exist, there's your GI trouble right there.

The org image depends in its largest measure on its broad handling of what pcs want handled.

Anything ever released (except Power, R6EW and AO materials) is usable in any org today.

The local LRH Comm or HCO ES IS TO INFORM ME VIA THE LRH Comm WW when you have completed this ED.

L. RON HUBBARD
FOUNDER



LRH:jz:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 74 INT

14 January 1970

To All Exec Secs
D/Gs Finance
Treasury Secs

SOLVENCY

A project of FP Prog #1 LRH ED 55 INT.

The greatest help you can be to the enemy is to permit orgs to become insolvent. There is no single greater threat to any org than insolvency.

SOLVENCY consists only of income greater than outgo and making enough money.

There is no trick to making money. It almost has to be planned not to have any.

It is much harder to walk back to solvency than to remain solvent in the first place.

All an org is is a service activity that trains and processes and keeps up the admin lines necessary to do so.

When you don't have enough auditors and supervisors there is no way to deliver service.

One never backlogs. One keeps the auditors and supervisors busy busy busy. Auditing has a thousand uses. So does training.

Any org has a tendency to spend all it makes and an equally silly one to make only what it needs.

Orgs should have heavy reserves.

In LRH ED 55 INT, you have the key to solvency. This ED should be followed carefully. The exact amount the org needs to get along on MUST BE KNOWN.

If the org is already in debt AN ADDITIONAL SUM IS NEEDED WEEKLY TO RETIRE ITS DEBTS.

This FP Prog #1 must be done by the EC.

An additional sum to retire debts or build a reserve must be added.

A sensible and strenuous effort must then be made to make that amount of money or more.

An industrious attitude with a no-nonsense approach will provide solvency, good reserves, good staff facilities and pay.

Often when an org gets into financial problems it tends to go frantic and dream up wild unusual solutions. The org got in trouble because it didn't do the usual actions! To go even more unusual is a fatal error.

A businesslike approach of getting in people to train and process and delivering instantly valuable services is all that will make money.

The #1 Program EDs tell one exactly how to do this.

When we had only a hundredth of the tech we now have we had solvent, rich orgs. So it looks like we better get busier.

Get FP #1 done so you know where you stand.

L. RON HUBBARD
FOUNDER



LRH:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 73 INT

9 January 1970

Applies to All Orgs,
To all Bases, AOs
& SHs

ETHICS PROGRAMME NO. 1 PROJECT

As soon as Ethics Programme No. 1 is complete in an Org or Unit, the LRH Comm is to see that the following action is started and completed.

Those cases not on the Upstat E/O who are simply slow study or no study are to be given any needful Review, or to have completed any Review in progress, and are to be given a Dianetic Student Rescue Intensive.

Those cases that are rough are to be finished on Dianetic Triples to the extent of at least 25 Dianetic items run triple and flawlessly to case gain.

All cases in general should get Dianetic Triples finished because there's another set of processes coming up which depend on Dianetic Triples.

Scientology Triples can be done before or after Dianetic Triples - it doesn't matter when, the two are disrelated.



L. RON HUBBARD
FOUNDER

LRH:rs:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 72 INT

9 January 1970

All Orgs,
All SHs, AOs

LRH COMM STAFF PROGRAMME NO. 1

People who are on Staff Programme No. 1 and
doing well on it should be given their choice in full
time training up as Auditors.

What we're trying to do now is make lots of
Auditors and keep them busy.

L. RON HUBBARD
FOUNDER



LRH:rs:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 67 INT

TO EVERY STAFF MEMBER

20 December 1969
Reissued
26 February 1982
to include the
last 10 paragraphs
which were never
printed.

HOW TO RAISE STATS

Here is a bit of advice that will help you raise stats.

AUDITING

Auditing is for USE.

The service being supplied by your org is auditing even when you are training auditors—for if they are well trained good auditing is furnished to the area around them.

Staff members get auditing. They furnish auditing. Staff members get trained as auditors. By training other auditors well they furnish auditing.

The admin done is done to furnish auditing and training of auditors.

The Ethics put in provides an environment in which auditing is possible and in which it can be taught.

All roads lead to auditing.

Stats depend on auditing being done and being taught.

People progress from left to right on the org board to be audited or trained in auditing.

You are raising your area little by little by auditing.

Auditing is something one does. It must be done.

The HCOES, the OES and the PES act to keep the org there and pass people through who are audited or being trained to audit.

An org is an auditing factory that also trains people to audit.

That's the basic way we will win the world—Auditing.

The divisions and posts flanking tech are all auditing and training support posts that move people down the assembly line of auditing and training.

That's why I say 2-1 Admin-Tech ratio. All persons on staff who are not needed on Admin (exceed the ratio) should be in full time training as auditors.

Auditors are valuable. An org is valuable if it audits and trains auditors. If an org is valuable it will get paid by the public to be there. But it is only valuable if it audits and trains auditors.

Small livingness courses, defense, policy, the OEC, promotion, all these are valuable too. But only to the degree they get people in to get audited and trained as auditors.

The field is filling up with Dianetic courses and Dianetic auditors. That is great. But it means an org has to serve them and do even more auditing and upper level training to handle their rougher cases and to make higher level auditors.

That's the heart of it. A 49 man org with only 3 auditors and one supervisor will flop. In a 49 man org 17 or more should be auditors and course supervisors. When more than 24 of them are (1 to 1), then the Admin actions under the HCOES and PES don't get done and the line slows.

An org gets people (on any gradient) to get audited and gets people to be trained as auditors.

That gives the org purpose—for only auditing can clean up a community. That gives action. That gives income.

If an org isn't so oriented then no manner of highly skilled management will make it go.

That's the way it is.

SOURCE

I am the source of Dianetic and Scientology Tech, know-how and org form.

A staff member is the source of his stats.

I am responsible for the potential of the auditing.

An auditor is responsible for the application of the tech.

I wrote the bulletins and data sheet.

The course supervisor is fully and the only one responsible for getting it to the student.

When you see this as a fact, you can easily become cause—over your post, over those about you, over your stats.

You are also a living, causative being.

I have faith in you.

YOU ARE AND CAN BE CAUSE.



Love,
RON

LRH:th:pc
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L. RON HUBBARD
FOUNDER

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 66 INT

16 December 1969

To OES
Tech Sec
Tech Serv Dir
Qual Sec
Qual Reception
To HCO ES
Registrar

RE Superior Service Image Program No. 1

Project No. 1

INSTANT SERVICE PROJECT

OBSERVATION: Pc Backlogs in some orgs are depressing stats.

In Tech and Qual no pc should ever wait. Not an hour much less a month.

MAJOR TARGET: To achieve instant auditing service delivery in all orgs.

PRIMARY TARGETS:

1. The LRH Comm or HCO ES is to find and cancel any system, any routing or order or ignorance which requires any delay in scheduling or auditing pcs.
2. Tech Service responsibility for scheduling and auditing any pcs is to be fixed by the HCO ES in cooperation with the OES.
3. The materiel, boards, etc. needed for a Tech Services action to be provided or rearranged for instant scheduling.
4. HCO ES to get auditors available in cooperation with the OES, whether from Admin staff or field.
5. Training programs to be scheduled for the crash creation of adequate future tech personnel.
6. Dissem Sec, Ltr Reg, Reg to advertise and make known and sell the idea of Instant Scheduling, thus forcing the OES to cope without further consultation AS THEY ALWAYS DID IN THE PAST REGARDLESS OF PC VOLUME.
7. Dir Tech to arrange so that auditors can be rapidly briefed on unfamiliar techniques.

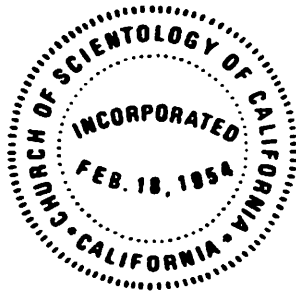
VITAL TARGET:

LRH COMM OR HCO ES TO BRING UP ORG AWARENESS THAT FAST ACCURATE SERVICE IS ALL THE ORG IS BEING PAID FOR AND THEREFORE IT MUST BE DELIVERED.

LRH Comm or HCO ES to make sure no excuses exist in anyone's mind to make this fact real.

OPERATING TARGETS:

1. HCO ES to do a test run, "buying" auditing and getting scheduled and actually getting into session with an auditor.
2. Rework routing and scheduling to eradicate all barriers observed.
3. OES to dummy run the idea of getting 10 pcs all in the same morning and solving all reasons can't so they stay solved.
4. OES to dummy run 3 pcs into Qual in an afternoon or to dummy run 3 pcs to get reviews. Find and eradicate all reasons they can't get instant service.
5. C/S to look over and eradicate all slows on getting folders C/Sed and to auditors.
6. C/S to look over all problems and handle them on how to get a folder of a pc who has completed re-C/Sed without real loss of auditing time.
7. Conference to be held with HCO ES, OES, LRH Comm, Registrar, Tech Services, Dir Tech, Dir Qual even if double hatted to re-rework and smooth all actions.
8. Respective persons of conference to execute their parts in the rework of lines.
9. HCO ES, Registrar, Letter Registrar, any phone Registrar and PES to meet and to work out a fiendish scheme to keep OES lines jammed with pcs no matter what excuses may be offered.
10. Dissem to DO it.
11. OES to cope.
12. Compliance with INSTANT SERVICE PROJECT reported by LRH Comm Org to LRH Comm WW (Info EC WW) to LRH.



L. RON HUBBARD
FOUNDER

LRH:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 63 INT

16 December 1969

HCO ES
Ethics Officers

ETHICS UPSTATS

Ethics Program No. 1 as per LRH ED 39 INT should be getting well along in your org. If it isn't, get it whizzing.

In handling this program, some staff members become upset if they are not instantly appointed Ethics Upstats.

They will all be Upstats eventually.

As soon as the lists are done and available, I will be able to give a Case Supervision instruction so that the medium cases will be boosted up and the rough level handled by another process.

If the Ethics Officer does his job well and thoroughly the results eventually will then be excellent.

A Meter should be used in final determination as well as consultation of stats and records.

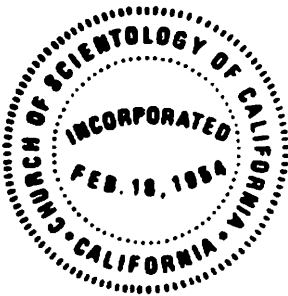
But don't get all ARC Broken if you are not given an instant Upstat rating and don't accept one if it's wrong as then the eventual C/S I will send on it won't be correctly applied to the right cases.

We are making a safe org environment with this program. It must be well done.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:gal

EXECUTIVE DIRECTIVE

LRH ED 59 INT

14 December 1969

MAGAZINES

To the PES

I have a report here that at least one Continental Org only mails its magazine to its local state and has never heard of Major-Minor issues.

I must assume then that Magazine policy has fallen out.

I KNOW NO Surer WAY FOR AN ORG TO COLLAPSE THAN TO CURTAIL ITS MAGAZINE ISSUE.

London once, out of "economy" years ago cut its Certainty magazine to 700 from 4,500 copies on the premise it had only 700 "hot files". London went \$22,000 in the red promptly and at once.

There is a long, consistent history of counter-intention on magazine distribution policy.

Let us once and for all get the keynotes of this policy straight:

1. EVERY ORG PUTS OUT A MAGAZINE.

This means bigger orgs such as Continental put out one to the overall area. It is usually printed at Continental level. Little orgs at least get out a mimeo and call it a magazine. It goes to their area of influence.

Saint Hills are covered by "The Auditor" which goes out best from one central point.

2. MAGAZINES GO OUT MAJOR ISSUE TO MEMBERS EVERY TWO MONTHS, MINOR ISSUE TO THE WHOLE CF LIST ON THE IN BETWEEN MONTHS.

This means a magazine every month. Major and Minor alternate, one month a major, next month a minor.

A major is fatter.

In DC every quarter and certainly every 6 months what's left of the old Dianetic address plates get a minor to keep them alive. Post Offices only keep change of address 6 months in the US so the list tends to vanish if not used. When it was neglected it fell from 40,000 to 13,000!

Jbg periodically ignores its full address list and wonders why it has trouble with stats.

The truth is plain from years of experience: when orgs don't send out magazines they go broke. When they cut their lists they get poor. When they don't use Major-Minor alternate months they lose a lot of their list.

3. MAGS CARRY SIX KINDS OF ADS EVERY ISSUE.

Training, Processing, Memberships, Books, Meters, Tapes

4. SAY IT IN THE MAGAZINE.

Special events, tape plays, Congresses, Group Processing Coaudits, special courses, special offers, special editions announced in the magazine.

The magazine is for USE. Before it is finalized in make up, every divisional head must be sure it is saying what he is trying to sell.

A lot of such offers and messages tend to go out in a flurry of special leaflets, special mailings, etc. While they can be done, a lot of them could be said better and with less sweat in the magazine.

The magazine is the talking piece of the org. Without it the org is dumb.

4. THE MAGAZINE CARRIES THE ORG ADDRESS AND PHONE NUMBER.

The addresses of other orgs are included the higher the level of magazine.

5. THE MAGAZINE IS NOT USED TO ADVERTISE UNOFFICIAL ORGS OR AUDITORS OR GROUPS.

You don't spend your good money to advertise at high cost others who don't bring you direct income.

6. MAGAZINES MUST NOT CARRY SQUIRREL TECH.

Standard Tech is your message.

The Tech Sec must okay all tech references in a mag.

7. ENTHETA OR FLAPS ARE NEVER ADVERTISED ON ORG LINES.

High ARC is the keynote of org lines.

A publication like Freedom is a defense action and is for public consumption. It is not distributed to org mailing lists.

8. A MAGAZINE IS AN INTERNAL "HOUSE ORGAN."

If you will note that, major or minor, an org magazine only goes to names in CF you will see that it is destined for people who have already bought something.

It is the Dissem Secs' method of contacting Scientologists. It is not a public comm line. However as some of the people in CF are not Scientologists even though they bought a book or short course, some caution must be shown in making statements in the magazine.

The confusion between Dissem and Dist divisions exists only because staff sometimes looks on a magazine or the CF as a public function whereas it is internal, enclosing the existing field of people who are already in Dianetics and Scientology as shown by members, CF, letter reg actions.

CF, its address list are more or less owned by org terrain.

The Public divisions on the other hand confront the broad public, the unowned terrain.

9. THE HCO ES AND DISSEM SEC COMPILE THE MAGAZINE.

The Dir Pubs is the make up area but sometimes it is not manned which leaves it where the responsibility lies.

10. THE HCO ES AND THE HCO AREA SEC MAIL THE MAGAZINE.

Actually the Dir Comm does the mailing in a large org but sometimes HCO is a thin area. The responsibility for mailing is as above. It is common for an "All Hands Evolution" including even student volunteers to get the mag mailed.

11. IF PUBS ORG DOES NOT SEND "SHOOTING BOARDS" THE ORG MAKES UP ITS OWN MAG.

Pubs Org used to send shooting boards at least to Continental orgs. Smaller orgs may not get any.

The failure to receive shooting boards does not relieve an org from sending out a magazine.

12. THE MAGAZINE IS THERE TO HELP DISSEM DIV 2. IT IS NOT THERE TO HELP THE PES OR DISTRIBUTION.

If you think of the magazine as a mailing piece that helps the Letter Reg you will have it pretty close.

This tells you at once that the mag is no real help to the PES as it doesn't go to anyone he should be in contact with. He can of course use extra copies of an issue to help his work and should.

The magazine sells the books of the Dissem Div BUT it is there only to sell more books, meters, tapes to people who have bought books already. So it is no front line for book sales even though it should and must sell more books via its ads to people who have already bought books. It doesn't sell books to raw public since it doesn't go to raw public.

NEW LOOK

I hope this gives you a new look at magazines.

It helps sell only those people already sold. It can't be counted on in any way to find new people. But it is vital to get those already on the lines to avail themselves of org services.

The larger income of the org comes from selling major services to those already sold smaller services. You never sell an HAS or PE course in a magazine. You sell a 25 hour intensive or an Academy Course. Only then does an org get larger sums of money. It can't live on HAS Courses!

The magazine is under the HCO ES because it is "conquered territory".

The magazine is always working on already existing customers so it has to sell things THEY will buy, not things the raw public would buy. Thus an org has income.

The PES gets new people to buy things and so gets them into the Central Files. This way CF expands. But the PES never counts on the magazine to do anything for him. He must use other channels.

This may be a New Look to some.

In summation, if you don't get the mag out as above you never really sell the major services of an org which brings in its major income.

And in making up a magazine's ads you offer services people in your CF will buy.

You have to do a fast CF survey of what they have bought, what percent have had it, what percent will buy it before you know what to stress.

You have by the survey then what to write an article about and feature an ad about in your magazine.

If 90% of your CF has had Triple Grades Scientology up to IV you would go broke offering it as a special service featured in your mag. But if only 10% have had it, on a fast look at CF, you sure better feature it and publish success stories on it. To that degree, if you really do look at what's popular and what you can sell, a locally made up mag is superior. If you have the boards from Pubs you can overpaste the ad or article you want to change and use the rest.

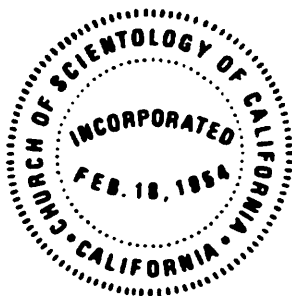
The Maxim is any mag is better than no mag. A cleverly done mag planned against service can boost you into affluence fast.

I hope this helps.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:rs:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 58 INT

14 December 1969

Organization Program No. 1

CORRECTION

Correct LRH ED 49 INT on the functions of the PES Page 2, second full paragraph from the top.

Cross out the PES paragraph and refer it to this ED.

The reason for the change is that the PES gets out his FRANCHISE NEWSLETTER. HE DOES NOT GET out the Org Magazine. See the LRH ED 59 INT of 14 Dec for a full rundown on the magazine.

The changed bit in LRH ED 49 INT is given below in Caps.

PES - The Public Executive Secretary - Public Exec Sec works to get NEW people. He does not work on people who have already bought something unless they are dissatisfied or ARC Broken with service and muddying up his field at which time he severely gets the HCO ES to bring them in and smooth them out and the OES or a higher org (preferably) to handle them as a tough case. If the HCO ES fails to handle or the OES has out tech, the PES can have a very hard time of it. By low level public courses, Sunday Services, invitations, lectures and contacts and book sales, the PES gets people into the org, drives them in in a number of ways. When they are in and getting some service the HCO ES signs them up for higher level higher priced auditing and training. The PES also runs group processing sessions and co-audits and schedules such activities. As soon as possible he gets in a Field Staff Member Program using persons who have had service. Getting people to give their success stories is part of it. THE PES GETS OUT A TWICE MONTHLY NEWS LETTER TO HIS FSMs TELLING THEM WHAT IS BEING SUCCESSFUL AND WHAT IS NOT. HE COAXES FRANCHISES TO SELECT TO HIS ORG AND GIVES THEM ADVICE, PARTICULARLY BASED ON WHAT OTHER FRANCHISES ARE DOING WELL. HE KEEPS HIMSELF INFORMED OF WHAT IS SUCCEEDING AND KEEPS OTHERS ADVISED OF IT AND KEEPS THE PICTURE CURRENT WITH CONTINUAL REOBSERVATION. He also sells memberships as well as books, tapes, meters, insignia. Methods of getting new names and getting people into the org vary. One follows the formula of pushing what was successful and dropping what wasn't. However, all of the above functions are accomplished by the PES. He is also the PRO and seeks to establish PRO Area Control meaning keeping the area handled so the org is well thought of no matter how hard this is to do where there is an active enemy or a muddled up field or a hostile press.

L. RON HUBBARD
FOUNDER



LRH:rs:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 57 INT

14 December 1969

TO OES TO LIST
SERVICES POSSIBLE

TO HCOES TO ADVISE
REGS WHAT TO OFFER

WHAT TO SELL

The speed up and finality of result of modern tech has thrown smaller orgs into a poor position. They do not have enough things to offer.

It used to be before F/Ns that a name in CF meant repeating service. Now it means only a couple of Intensives and a review or two, a Dianetic Course and Academy Courses.

This very broadly done would seem enough. And for the moment, until everyone in CF has had these, there's plenty to do. It is better to have students anyway than pcs.

But it remains that a small org really needs more things to offer as major services that bring in larger amounts at a time.

Therefore I have issued HCO Pol Ltr 15 Dec 1969 "Class of Orgs" in which all small orgs become Class IV and have cancelled HCO Pol Ltr 6 Feb 66 which makes small orgs assume lower classification.

This opens the gates wider.

Any official org is permitted to now sell and deliver:

1. DIANETIC COURSE TO HDC.

This is being taught in the field also and in Franchises. This is not bad. It means lots of auditing going on out there which is good. Providing your org gives TOP service and you make it known you are there to salvage and handle the pcs auditors have trouble with, you're in clover. So the fact that YOU teach a Dianetics Course can be not too hot in income getting as it is authorised elsewhere. You however make sure you issue an official org certificate as per the recent PL on Wildcat courses. People would always rather come to an official org if your teaching is superior and the org more professional.

2. DIANETIC HDG.

This is where you can make a heavy sales action. Every HDC can be persuaded to come in and do an HDG Course. You may not get the HDC student. You should be able to get the HDG as you're the OFFICIAL org that can do it. So the trick is to be sure C & A gets the addresses of all HDC Certs applied for from outside and work this as HDG candidates as well as Academy candidates. As the HDG can teach his own Dianetics Course, you better be sure you teach an awfully smooth textbook HDG Course.

As these HDCs may or may not be up to the mark, as auditors, you give them a retread if they appear to need it. You also look into their cases for Review sales and even for Scn triples.

This, teaching HDG, is your chance to take your place as the real official org. If you handle him very professionally with lots of paternal help he will thereafter look up to your org.

Thus HDG is an excellent action and must be pushed.

In this you become the benign top cats.

Don't sell Standard Tech at C & A and cause upsets. Sell HDG and straighten it all out.

3. DIANETIC INTENSIVE.

This is essentially the same as any other old time intensive, 25 hours. You audit it triple flow. Just standard Dianetics, triple. And be sure it sets a wonderful example of pure Standard Tech if you want to keep your org image dominant over a field educated in Dianetics.

4. SCIENTOLOGY TRIPLES.

As Franchises also audit this, although required to charge as much as orgs, you do triples as you have been but you be very sure to give the case a look over first. If this is a rough case by TA position and needle behavior, you set the case up (in Review usually) by Review type actions so that you begin Scn Triples only on a loose needle and a normal TA. These actions can be done as a pre-intensive Review. Or by the auditor as part of the intensive. I wish to introduce no change on how it is being done locally - whether by the Intensive auditor or another Review auditor. But if I were C/Sing and to save Admin, I would put the whole action in The Tech Dept, build up the tech action considerably to be sure the case was well set up before I let it loose on Scn triples. Maybe 2 or 3 sessions maybe more would occur before I let it go into triples (or singles either). Pull their overts, prep-checked various things assessed, fly their life ruds, do S & Ds. All (and only) until I had a normal needle and TA. This might take a lot of hours. It might not. Thus the so-called "25 hour intensive" is a misnomer. I would just put the 25 hour price on it and leave the hours off and sell it as "Complete Preparation and Triple Scientology Grades 0-IV." The sales action would stress preparation so as to get the most out of the intensive.

5. DIANETIC REPAIR INTENSIVE.

With all the Dianetic Auditing done in the field the official org should feature that it repairs Dianetics. This would be by flat fee and again skip the hours mention. It should be the same as a 5 hour intensive. You complete the chains and take generally the Scn actions needful to handle the Dianetics. Then you sign up the person for a Scn Triple Grade Intensive.

6. STUDENT RESCUE INTENSIVE.

This is a speed up for study. It is terribly effective providing always that the person's case is in normal condition. If not he should have other auditing first. Thus he has to be looked over first.

7. ACADEMY TRAINING.

This has no change. However you should realize that a 50% scholarship is standard procedure on students that do well and FSMs can offer the scholarship - you don't just have every-one on a scholarship! It isn't just a cut price. Somebody other than the Registrar must give the scholarship. The Registrar mustn't.

The trick here is to get all the Dianetic students in the field to decide to also be Scientology auditors. Without downgrading the value of Dianetics. Scn repairs Dianetic flubs is in their course materials.

A good, crisp Academy is a full Academy, a sloppy one is an empty one.

Slow students and poor instruction pack students into the courses without anyone coming off. This keeps auditors out of the field, makes enrollment lessen and louses it up. So you want fast completions. The Student Rescue will do it on the student. But bad Admin, poor material availability, slow checkouts, poor supervision will backlog your graduations. So you can advertise a fast, exactly scheduled Acad and if you actually provide it you'll have students in plenty.

The quality of student handling is more important than sales talks to fill your Academy.

8. GROUP AUDITING INTENSIVE.

This should be reinstituted, using the old Group Auditing Handbooks. I know it disregards F/Ns. But also it gave major changes. My old group auditing tapes can also be used if available and when available.

There was also a Tone 40 Group Intensive.

This is usually sold as an occasion. It is normally Foundation or given weekends or before or after a Congress or Tape Play. It has a real price, not \$1.00 or 10s. London used to give it for £5 maybe more. It lasted for several sessions of 1 hour each.

9. REVIEWS.

In general selling a Review in Qual is poor practice. One sends a pc to Qual only on flubs. But if a case needs setting up, it's better to do a CASE REPAIR INTENSIVE in the Tech Division.

10. CASE REPAIR INTENSIVE.

It is best to establish a reputation that an Official Org is there to handle any field flubs. This can be done as an intensive and should be advertised as such.

11. INTERNESHIPS.

The recent PL on Interneships should be well in in your org.

12. LIFE UPSET INTENSIVES.

This is another 5 hour or so intensive. It is the ARC Brk routine mostly. The tech for this will be along shortly. But it exists already to some degree.

The sales angle is that if you are upset with life, then you buy this Intensive. It is a flat price action.

The above are some of the items an org can sell as major items.

To these are added all the PES courses which are of course minor but vital actions, HAS, HQS, PE.

The routine of course is from book purchase to major action or Book to minor course to major action. Or minor action to major action. Or just major action.

To a small org's items for service several actions are in preparation and will be added. Marital Repair (using 3rd Party techniques), Marriage Counseling Course, (teaching how to do it), and several other courses covering a wider range of subjects. These will be issued each in its turn as prepared. Each will probably enjoy a brief flurry and then become a routine service.

The thing to do right now is to work with the above 12 things as well as any other you are doing well that might have been overlooked in this ED.

By examining CF folders you will find what gets bought is what people will buy and what people haven't had yet.

Standard Dianetics, if the C/S can C/S it and the auditor audit it will do other things. It will let a person recuperate from illness or injury and it will handle beginnings of illness and it will end off chronic illnesses. These add up to RECU- PERATION INTENSIVES and PSYCHOSOMATIC INTENSIVES and all this is HCOB 24 July 69 and a 5 hour intensive. By combining Ruds, Life Ruds, S & Ds and 24 July 69 you can handle almost anything in the way of chronic illness, colds etc.

It isn't the auditing package you hope will sell or say must sell. It's the auditing package people consider they need and will buy.

All this is monitored by what your auditors can audit. So you offer what you can deliver well that is popular.

In the final analysis ANY auditing and training is a step toward a better community and a Cleared Planet.

Your task is to offer what will be bought that you can deliver that will bring in enough to keep you easily solvent and keep tech being done.

The other main point is DON'T BACKLOG. Don't backlog review or Tech ever. Get in field auditors, brief them, work them, get internes, use them. Force the OES to cope with auditor's schedules and quarters. If you sell only as much as you can lazily deliver or let backlogs occur you will go broke fast.

Also, any org I ever ran personally had good testing - I.Q., Personality, Aptitude. Then pcs have something to show. Also nobody makes a mistake about the case level.

Further we have 20 years worth of Tech. It is far far better today BUT it has been working very very well for 20 years. There is no law against you using or selling any part of it.

So get affluent.



L. RON HUBBARD
FOUNDER

LRH:rs:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 56 INT

12 December 1969

INTENTIONS

The exact intentions in all programs and any orders are:

1. Well organized orgs (Org Program No. 1)
2. Stable terminals on vital posts. (No more musical chairs.)
3. High staff solvency. (2 to 1 Admin-Tech ratio to be established and kept.)
4. Superior tech service. (Standard Dn, Standard Scn. All Tech people into Tech & Qual.)
5. High ARC with the field. (ARC Brk clean ups and high ARC on all Comm Lines.)
6. A superior org image. (Clean up and polish up.)
7. No blocks on the lines to achieve these. (Arbitrary blocks on flows found and removed.)

We can make a safe environment for the whole world. It begins by making a safe environment for the staff member in his org.

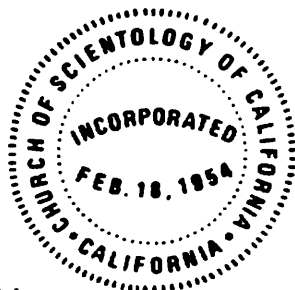
We are making progress now against the enemy who held us back and dispersed us. The low point and turning point was months ago. We must now build back.

WW has their orders and these are to back up the No. 1 Programs in the LRH EDs.

I wish to take this opportunity to thank all those staff members across the world who stood firm in the face of attack and turned the tide. They are the real heroes and heroines of these times.

We are now forming up to take over the entire field of mental healing and get it forever out of the hands of bandits. We must begin somewhere. We are now fighting on enemy terrain for the first time. So we must begin to put our orgs there fully and stably as the first actions, work them carefully back to high service and high solvency for everyone.

Whatever it takes to get this programming done, we will do.



Love,
RON

L. RON HUBBARD
FOUNDER

LRH:rs:bk

EXECUTIVE DIRECTIVE

LRH ED 55 INT

10 December 1969

Reissued

12 April 1982

To: All Exec Secs
Deputy Guardians for
Finance
Treasury Secs

FINANCIAL PLANNING PROGRAMME NO. 1

Carefully planned financial handling will result in an organization which is not only solvent, but expanding on a sound gradient scale.

To do this an organization has to first of all assess the following:

1. How many basic staff members are required to run and handle the organization?
2. How much is required for the basic organizational needs to merely KEEP the organization there:
 - (a) How much is the rent weekly?
 - (b) How much is the telephone weekly?
 - (c) How much is the electricity weekly?
 - (d) How much is the water weekly?
 - (e) How much are rates weekly?
 - (f) How much are basic admin supplies like pens, paper, file folders, carbon paper, staples, paper clips, etc. weekly?
3. How much is required for basic promotional actions:
 - (a) How much are envelopes, stationery and stamps for so many letter registrar letters out weekly?
 - (b) How much is needed to keep up book stocks weekly?
 - (c) How much is required to keep up and mail out advance registration packets weekly?
 - (d) How much does it cost on a weekly basis to mail a magazine or broad mailing to your full address list once a month?
 - (e) How much does it cost on a weekly basis to mail out statements to people who owe the organization money?
 - (f) How much does it cost to mail out information packs to your new names weekly?
 - (g) How much does it cost to advertise your basic PE courses weekly?
4. How much does it cost weekly to keep in your basic communication lines:
 - (a) How much is your weekly 10% to WW?
 - (b) How much does it cost weekly to pay your 10% FSM commission and to service and give your FSMs materials to select people to your org?

(c) How much is your weekly 5% to your general liability fund so as to build up a reserve in case of necessary legal expenses?

After carefully figuring out your weekly costs as per above, you now know exactly how much income you will require weekly in order to exist and to promote. If you do not make this amount of income weekly, you will know at once that you are spending more than you are making, at which point everything must be done to sell more services to your public.

An organization could be in the situation where it has spent more than it has made, in other words it has greater bills than it has money with which to pay them. Now this places an organization into a danger condition as regards the society which runs on the basis generally of "pay within 30 days or else."

An organization in this situation, therefore, has got to make more money than simply its basic weekly costs. Therefore, all excess monies over its basic weekly costs must be used to pay off its bills, carefully paying such on a date line payment basis and as per policy with regard to threatening creditors.

When an organization is no longer in a danger condition as regards society and now has more income than it has in bills, it can gradually use its excess income to do more promotion, to expand its staff to make more income to do more promotion and to buy more facilities to increase promotion and so on.

There are many ways an organization can obtain service facilities like chairs, desks, typewriters, address machine, and mimeo or off-set machines without driving the organization into debt and causing it to have vast monthly payments which exceed its ability to pay. Inexpensive second hand equipment can be obtained while the org sets aside so much money until outright purchase can be made or it can lease equipment with an option to buy.

There is definitely a maxim with regard to money and it is: THE LESS AMOUNT OF INCOME AN ORGANIZATION OR AN INDIVIDUAL HAS, THE MORE CAREFULLY AND WISELY FINANCIAL PLANNING MUST BE DONE.

Even if an organization is in the position of having more income than bills such basic data as this will help in planning for better expansion.

Therefore, each Executive Council of each organization should meet weekly to review its basic operational costs in order to really get in this Financial Planning Programme.

L. RON HUBBARD
FOUNDER



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EXECUTIVE DIRECTIVE

LRH ED 54 INT

10 December 1969

SUPERIOR SERVICE IMAGE

PROGRAM NO. 1

TO ALL PESes:

Dianetic Courses 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 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 pcs if they send them in to the org (at the student or pc'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.

PRIMARY TARGETS:

1. 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.

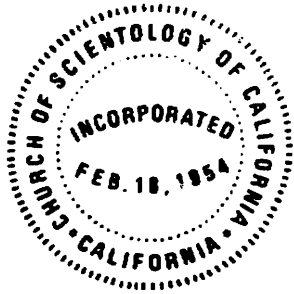
VITAL TARGETS:

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 cooperation on this image and its sales points.



L. RON HUBBARD
FOUNDER

LRH:ldm:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 53 INT

10 December 1969

ORDERS TO ECs

TO ALL ECs:

Executive Councils at WW and Continental Level should forward and work to get in recent LRH EDs giving various Programs of a basic nature.

Income must be brought higher over the world.

Tech-Admin ratio must not exceed 2 Admin to 1 Tech which means using auditors on tech not admin and training excess admin to be auditors.

Any and all backlogs of pcs in Tech and Qual should be cleaned up.

FSM programs must be gotten in in each org.

The principal job that has to be done is to bridge the Dianetic boom in the field and Franchise into Scn orgs. I have removed earlier any arbitraries I could find that required Dianetic auditing before Scn and such like. A wide ARC type of program to get all these Dianetic auditors into Academies and Dianetic pcs into Grades is badly needed and you should work on it and get it done.

Our main job is to preserve orgs and their staffs until the Dianetic field activity begins to feed back. It will do so if coaxed.

I have set up, with EDs, key actions which need to be pushed and implemented.

As soon as Ethics No. 1 is done and Organization No. 1 is done with Tech Admin adjusted, we can begin to use the Confusion and Stable Terminal data combined with Chinese School to teach all staffs by repetition and demonstration the form of the org and Dev T will fall off. But until the org board posting is settled down in orgs it would be wasted.

All the programming I have done is very fundamental. It should only improve things providing staffs are very busy producing.

We lack Admin trained staff, Tech trained staff. Programs I've given should remedy this.

We are over the hump, it seems, on enemy attacks as he is now losing and we are fighting on his ground not ours.

The Guardian's Office has the situation in hand admirably. Franchise WW has the Franchise sector in good control.

The orgs can be built back with excellent financial planning if the ED MSH wrote on that is very exactly followed. We have built orgs back up before and can do it again if care is used on FP.

The watchword is rebuild the orgs and bridge in the Dianetic interest now booming in the field.

If Org staffs will just get busy doing the usual and ECs push my recent EDs, we'll have it made.



L. RON HUBBARD
FOUNDER

LRH:ldm:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 49R INT

ES Hats

9 December 1969

Revised

14 September 1969

as per LRH ED 58 INT

ORGANIZATION PROGRAM NO. 1

HCOES for activation

Where an org is forming or where its stats are low or its performance poor or it is failing it is URGENT that this LRH ED be put into immediate effect.

As the form of the org is the first thought and action of the HCO Exec Sec, he or she should activate this ED as it applies, promptly and positively.

LESS THAN FIVE STAFF

Where an org has less than five staff do the following, no matter whether it is forming or performing poorly or failing.

If the org has less than 3 persons in it bring it up to 3 persons or it isn't an org.

Appoint this much org board

HCOES

OES

PES

The senior auditor of the three is the Org Exec Sec.

The one who can type or manage is the HCOES. The one with the best public reach is the Public Exec Sec.

These three beings give you the first glance at the 2 to 1 Admin-Tech ratio. An org may have 2 or less Admin personnel to every Tech personnel (auditor or instructor). There must never be more than 2 Admin to 1 Tech.

No matter how many functions you see on a 9 division Org Bd each one of the above is responsible for all the major functions which appear in his org portion.

This org board goes down to as few as 3 staff members as above or as high as thousands.

In its most basic view, in such a tiny org the major duties are as follows:

HCOES - Form of org, Reception, Registration, Procurement letters, Central Files, Ethics, Personnel, Appearance of org and staff, any LRH Comm and Assistant Guardian duties, Communications, Legal.

The functions that MUST be covered for the org's basic survival are Form of the org, Reception, Registration and Central Files. These are the income getting actions of her org. Anyone who ever buys anything from the org whether via the PES such as a book or small course, is INVOICED with the

person's name and address very legible and correct on the invoice and a copy of this goes to Central Files and into a folder and into a file cabinet. To omit these actions prevents the org from having a record for the Registrar to use to contact and sign people up and the org will probably fail or go broke. This one admin action is the most neglected and the most destructive. Addresses for mailings come from CF folders and out of this Address will grow. These folders never decay unless the person dies or asks to be taken off the list. Everything relating to comm with this person and new invoices etc. including phone notes goes in his folder.

OES - The Org Executive Secretary - Org Exec Sec combines Accts, Tech and Qual functions. Elementary banking and bill paying (with the registrar and PES both able to invoice in, giving the money over to the OES with an invoice copy) is done by the OES. All auditing and major course supervision is done by the OES. The combination of duties may look all but impossible to combine but the strange part of it is, they do and I have done all three at once in a small unit. The trick is to arrange one's time. The major functions that must be done for the org to be successful are safeguarding funds by recording and banking and paying bills, auditing pcs, teaching students and correcting those cases that fail or students that are slow. If one of those functions is omitted, especially correction (Qual) then the org will falter and fail.

PES - The Public Executive Secretary - Public Exec Sec works to get NEW people. He does not work on people who have already bought something unless they are dissatisfied or ARC Broken with service and muddying up his field at which time he severely gets the HCOES to bring them in and smooth them out and the OES or a higher org (preferably) to handle them as a tough case. If the HCOES fails to handle or the OES has out tech, the PES can have a very hard time of it. By low level public courses, lectures, Sunday Services, Invitations and contacts and book sales, the PES gets people into the org, drives them in in a number of ways. When they are in and getting some service the HCOES signs them up for higher level higher priced auditing and training. The PES also runs group processing sessions and co-audits and schedules such activities. As soon as possible he gets in a Field Staff Member Program using persons who have had service. Getting people to give their success stories is part of it. THE PES GETS OUT A TWICE MONTHLY NEWS LETTER TO HIS FSMs TELLING THEM WHAT IS BEING SUCCESSFUL AND WHAT IS NOT. HE COAXES FRANCHISES TO SELECT TO HIS ORG AND GIVES THEM ADVICE, PARTICULARLY BASED ON WHAT OTHER FRANCHISES ARE DOING WELL. HE KEEPS HIMSELF INFORMED OF WHAT IS SUCCEEDING AND KEEPS OTHERS ADVISED OF IT AND KEEPS THE PICTURE CURRENT WITH CONTINUAL REOBSERVATION. He also sells memberships as well as books, tapes, meters, insignia. Methods of getting new names and getting people into the org vary. One follows the formula of pushing what was successful and dropping what wasn't. However, all of the above functions are accomplished by the PES. He is also the PRO and seeks to establish PRO Area Control meaning keeping the area handled so the org is well thought of no matter how hard this is to do where there is an active enemy or a muddled up field or a hostile press.

TECH BACKLOGS are the primary menace in an org. If it can't deliver auditing it will shortly find no pcs apply. Neither a tech nor qual backlog must ever exist and must be reduced.

An org is far better off selling courses and when pcs tend toward backlog the org increases its tech staff on a long range and starts heavily pushing courses on a short range basis as there is no real limit to the number of students one can handle. Students also disseminate better and an org that only audits pcs stays small and is more expensive to run.

ALL AUDITORS ACTIONS

Whenever an org has a tech or qual backlog it is usual to call an "all auditors" action.

Any admin personnel assist with scheduling and getting pcs in to the auditors without making pcs wait or wasting an auditor's time.

All tech trained personnel in the org devote a certain number of hours in the day to delivering auditing for tech or qual and spend a certain amount of time on their regular posts until the backlog is gone.

Too many of these "All Auditors" can cut an org to bits. They are only done so long as there is a backlog. If too frequent the HCOES should get in volunteer (but paid) field auditors to help (which was always MSH's successful solution to tech backlogs). The HCOES is personnel so if personnel stays short, particularly tech personnel, then the HCOES is not taking adequate personnel action and doesn't have a Program to get adequate or qualified staff auditors. Such programs are vital, their training and support costs money. The program "Steal the VIs and VIIIs from another org" is both dishonest and org wrecking and recoils on one's org eventually. Interne programs for students help this problem and is to be found in recent Policy Letters.

The above describes a 3 man functioning org. Yet it also describes all orgs. It is a circle. The HCOES, mind, routes people to the org's body, the OES, who routes them to the PES as FSMs and the product of the basis of a field. From a field stimulated by processed trained people the PES routes new people to the HCOES and around it goes.

If tech and org integrity and service are good, you get an expansion. More and knowledgeable people in the field stimulate more and more new people who then by being routed to the HCOES etc. Around and around.

The cycle is only interrupted by inattentive or poor service resulting in ARC Breaks in the field which if not handled end expansion. Even the attacks of competitors and the press have never stopped this circle. Only inattentive service or staff inattention to functions or poor service halts it. AN ORG THAT BELIEVES ANYTHING ELSE IS DELUDING ITSELF. Thus organization and function is everything.

THE BIGGER ORG

No matter how many staff members an org may have the above portions, functions and actions apply.

What occurs is that the HCOES, the OES and PES begin to acquire assistants. These have post titles. The org board seems to have a larger form. But it is always the same org board, the same functions.

Let us say now we have an HCOES, an OES and a PES. And we have two more staff members making five.

One of these is an auditor. One is a typist. As you must never exceed 2 to 1 of Admin-Tech ratio and if possible keep it below that (it's less the bigger the org so that a fifty staff member org has half its staff in tech and will go awry financially if it doesn't have half in tech) as regards these two additional, the auditor goes to the OES for auditing and training help and the typist goes to the HCOES to help write letters to people in CF.

Now let us say we have 5 non tech staff applicants show up. Obviously 4 will have to go into pre-staff tech training but one can go to the PES temporarily.

Meanwhile the OES has some students graduating so the HCOES persuades some to interne which helps the OES.

And so it goes. The functions gradually build up. But they are always assistants to the HCOES or the OES or the PES.

COMBINED HATS

You normally fill posts by overload noted. But you always bend toward Registration and Tech Service and Promotion.

In the HCOES portion hats can combine like LRH Comm-HCO Area Sec-Ethics Officer.

As the Guardian's Office is very successful, in areas under pressure we try to keep this "single-hatted" on its own line to the Gdn WW. It is a catch-all front line troops org correction sort of hat.

As the LRH Comm is a split off of the old HCO Area Sec hats these two combine very easily as HCO Area Secs were LRH's first communicators.

Where there is an LRH Comm single-hatted the org would have to be a 40 or 50 staff member org.

An E/O is more important to single hat in a larger org but if not single hatted must be a specific duty of the HCOES or the HCO Area Sec.

The OES as he struggles up the line for more tech staff finds accounts something he can well shed and so, an accounts personnel comes under his early tech allocations. This is not stated in previous policy. The OES assigns his better auditors to Qual actions but he continues to do tech actions until the org is safely large. Early policy on VIIIs placed them in Qual. However it assumes an org is there. An VIII in a tiny org would have to be the OES and the Case Supervisor and also audit and it would be quite a lot of more staff members later before he was now not the Case Supervisor.

Early on the OES splits apart training and processing as separate departments and then finally a Qual. Until he has the traffic for it he patches up the pcs other auditors flubbed. But if he is very clever in a small org, the OES shunts all the goofed up hard pcs up to a larger org right away and is satisfied to collect the FSM of it as such pcs stall his lines or may be beyond local skill. That's what larger orgs are for. The rougher pcs.

The PES with his share of staff concentrates on his small courses, book sales and magazine actions as the logical zones to fill and with greater success tries to get a single-hatted Director of Clearing to handle FSM actions and see them through.

SHRUNKEN ORGS

We have covered the tiny org but the whole thing applies to an org that has shrunk.

The only real reasons an org shrinks is because it

- (a) Followed illegal or destructive orders from above.
- (b) Failed to do its job as an org as outlined in the earlier part of this paper - in other words was disorganized.
- (c) Failed to give good service and got its field muddled up with ARC Breaks.
- (d) Didn't outflow (letters, magazines, had no PES functioning).
- (e) Didn't train or process its own staff.
- (f) Didn't look or act sufficiently professional in staff member appearance and conduct or in quarters.
- (g) Let huge backlogs occur without giving fast good tech service.
- (h) Monitored its rate of sign up against what a lazy OES was willing to get handled or would arrange to get handled.
- (i) Let its Admin-Tech ratio go kooky.
- (j) Was subjected to internal suppression which blew off good staff and lost its safe environment without anyone locating the SP.
- (k) Let itself be raided of auditors by the call of big money in Franchise.
- (l) Let staff procurement be turned into freeloaders.

To resolve these or other troubles one has to

- A. Confront what it was.
- B. Remedy it vigorously.
- C. Get in the pattern and actions given in this ED NOW NOW NOW.

REORGANIZATION

To use this ED to reorganize an org or to increase its effectiveness, restudy the basic functions of the HCOES, OES and PES as given here, consider that these three people are the working people of the org and need assistance. Don't consider them executives. Consider the HCOES with her hands full of interview-registration-comm-Ethics functions, consider the OES as having his hands full of pcs and students and doing accounts between Case Supervision and lecturing and consider the PES scrambling around the area selling new people the idea of coming in for service and running an FSM sales staff organizing groups and placing and collecting for books in bookstores and you see them in the expected light, acting but needing help. If you see these as high status orderers of destiny with uncalled hands operating from mysterious forces with incomprehensible requirements, the org is up the chimney already. We at the top of Scientology work and work hard. And

the duties are as roughly outlined at the beginning of this ED. All the way to the top I still C/S case folders or keep tabs on the C/Sing for pcs around. I still drive students to complete. I intervene when your books show cash-bills reversed. I work in the other two ES sectors, actually work in them and do my own research-writing hats besides.

Right this moment, I am handling your org personally.

The first question I'm asking, "Have you got Ethics Program No. 1 basically done?" Right away get the results packaged and sent off.

The second question, "Have you got a backlog in Tech or Qual? How many auditors anywhere in the org? OK, get an All Auditors going now, today!"

The third, "What's the state of ARC Breaks in your field? OK PES round them up and get them to the HCOES and then into Qual to get their overts pulled. Overts? You heard me. Overts. Then put in their Life Ruds."

The fourth question, "Where's your Ethnic survey, PES, on what people think staff should be dressed like? To look more professional. Get it done, and on HCOES orders get the money squeezed out of the OES and buy some outfits for the Ethics Upstats and reliable contracted execs. And get this place cleaned and neated up."

The fifth question, "What's your outflow? That's not good enough. Get it organized - magazine, Info packs, letters from letter reg. All hands onto any stuffing-mailing cycle."

The sixth question, "How neat and complete is your CF? Get any and all folders out of mothballs and get a project going on it as you can."

The seventh question, "What state is your Address in? Good. Work it over so it is the exact index of your CF as you can. Meanwhile use it."

The eighth question, "What's your Tech-Admin ratio? All right, get the trained auditors into Tech and Qual and off Admin posts. Assign one to HCOES and one to PES up to a 2 to 1 ratio and put the rest on full time training. Get personnel staff member procurement going right away of people who will be Ethics upstats. OK, let's post it up holding as many posts stable as we can but double triple hatting them where we can't cover."

The ninth question, "How is Staff Training Program No. 1 going? All right, smooth those out. Soon as they're ready get this staff audited."

The tenth question, "What students do you have on courses that are slow or blowey? All right Registrar here's HCOB 23 November 69. OES to Starrate it for action on the Tech Auditors and Registrar to sell each slow student a five hour Student Rescue Intensive."

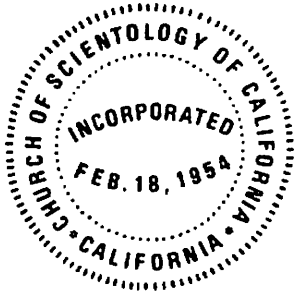
The eleventh question, "Have you got your staff broken contracts list? Turn it over to the HCOES's people for further action. Oh, you say some of the VIIIs you trained up were lured off by a higher org and Franchise? Well, we'll make do here and audit with what we've got and I'll pass the contract breaker names to the Sea Org for their further attention, poor souls."

"You say what do you do with the bill collectors and the enemy and the half complete project on surveying salesmen? Well, I'll tell you. You turn those over to the respective Exec Secs each comes under and the enemy to the Guardian's Office and get the show on the road. You'll never clear the planet sitting around here worrying. Remember the old maxim? When all else fails, do What Ron Said."

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:rs:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 48 INT

9 December 1969

THURSDAY REPORTS

I want to warmly thank staff members all over the world, each one, for his or her Thursday Reports.

It is wonderful having these and reading them. It is great to know what you are doing and how you are doing.

What is particularly enlightening about your Thursday report is that a staff member knows well and positively what is out in his org. The observations are very accurate. If the out points being mentioned were corrected and gotten in, the orgs would sail in those cases where they are not sailing.

Your data is very welcome.

The more you advance in knowledge of tech and policy the more aware you seem to be.

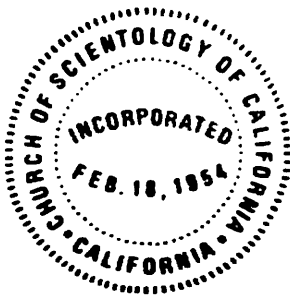
Thank you for being there and doing all you do.

It is deeply appreciated.

Love,

RON

L. RON HUBBARD
FOUNDER



LRH:ldm:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 46 INT

7 December 1969

Western Australia

BAN INVALIDATED

The terrific good news of the High Court INVALIDATION OF THE WESTERN AUSTRALIA BAN LAW brings a Highly Commended to MSH, to the Guardian WW and the Guardian's Offices WW and Perth.

We lost in a lower court, appealed and won in the high court in Western Australia, which held not valid the Western Australia law that banned Scientology.

It is poetic that this was the first law to go. In 1960 "Dr" Cunningham Dax the big WFMH brain chopper began the current war with a lot of lies in the Western Australia press

"Dr" Dax has now taken it on the lam and is hiding in Tasmania. He has fallen to torturing monkeys as his popularity waned in Australia and his family left him after he confessed on the stand in the Melbourne "Inquiry" that he had done in over 2,000 people with an ice pick or knife.

So the High Court invalidation of the WA ban law starts a roll back from where Dax began it.

We have a long way to go. The most advantageous use should be made of this win as it will influence every other case.

All these cases, every one, has been directly traced to WFMH leaders.

THIS SHOWS THESE CASES CAN ALL BE WON.

And the Guardians Offices are the ones to do it.

Man may get free after all!



L. RON HUBBARD
FOUNDER

LRH:rs:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 44 INT

2 December 1969

FREELoadERS

An SO mission to orgs in the US recently uncovered undermanned orgs as a reason for low stats.

According to this mission many people had joined staffs, signed contracts, gotten free services and then went off staff.

This is nice work if one can get it. It leaves the good guys burdened with tech delivery with no proper income.

Such contract breakers are to be designated FREELoadERS.

They are ineligible for further services at any org until they have corrected their overt.

The LRH Comm of each org is to have Accounts compile a list of these persons called FREELoader LIST (name and place of org).

The list is to state name and address of person, when contract was signed, amount of services received in cash including Training and Processing, the amount of time not served.

The HCO Area Sec is to assist in compilation.

Copies of this list are to go to

A/G Continental
Guardian WW
All SHs Info Registrar
All AOs Info Registrar

The list is headed

FREELoader LIST

Ineligible for further Training
or Processing until matter
handled.

Accounts should send each one of these persons a statement.

The list is retroactive as far back as the org has any record.

Some of these persons went to a higher org without handling their contract. The account remains valid if not reimbursed by the higher org.

If no record of services exists but a contract has been broken, charge \$500 for each contracted year or portion thereof not completed.

A copy of the list with the person's name circled should go into local Ethics Files.

A Condition of Doubt is automatically assigned and may not be lifted until the matter has been handled.

Their certs and awards are suspended.

Such persons are not acceptable back on staff without permission of the Continental A/G.

The completed list should be posted.

Meanwhile in accepting new staff do not fail to warn them of the seriousness of contract breakage when they sign a staff contract. Recruit some good guys.



L. RON HUBBARD
FOUNDER

LRH:ldm:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 43 INT

29 November 1969

ORG SERVICES

Your attention is called to HCO PL 23 Nov 69
Amended which UPGRADES AND EXPANDS ORG COURSES AND
SERVICES.

SHs should at once resume their Dn Courses.

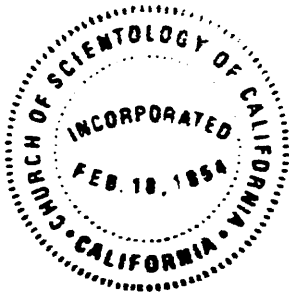
Field Auditors and Franchises should be informed

YOU CAN AUDIT ANY PROCESS FOR WHICH THEY HAVE
BEEN CERTIFIED.

That means ever certified.

The point of Standard Tech and Standard Dia-
netics is so our orgs can guarantee their services.
Thus WE in the orgs are sure of results.

Look over this PL carefully and increase or
restore your service.



L. RON HUBBARD
FOUNDER

LRH:jp:bk:iw

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 42 INT

29 November 1969

FORCE OF EDs

(Cancels LRH ED INT issued
as by Telex 20041RED 20
April 1969)

As stats dropped after the issuance of an LRH
ED stating that LRH EDs would hereafter have only
an advisory role, and as it has become necessary to
issue some orders to regain the stat position,

ALL LRH EDS HAVE THE FORCE OF ORDERS UNLESS
OTHERWISE STATED IN THEM AND THIS RESTORES
TO FORCE ALL EDs TO 1 JAN 69.

L. RON HUBBARD
FOUNDER



LRH:rs:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 10A WW, 1A SH & 1 SH Fnd.

29 November 1969

Extract issued INT

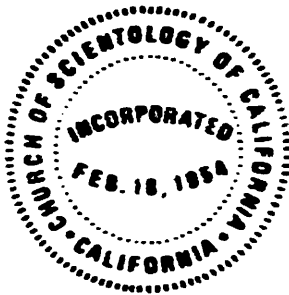
Defense Billing

Any and all defense or legal expenses expended by WW on behalf of an org or area must be billed to that area.

They in such areas must be told that if WW pays all their legal expenses then future damage suits which will be filed against the enemy in that area will be collectible 75% by WW and only 25% by the org. But if the org pays half, then it will collect 75% and WW only 25% of the resultant damage payments. Expected damage claims run into tax free millions.

The 75% or 25% is computed on funds over and above cost of the action and lawyers fees or percentages paid.

If the org pays all defense and legal fees it collects all except 10% to WW.



L. RON HUBBARD
FOUNDER

LRH:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 40 INT

25 November 1969

Reg Hats
Pub Div Hats

REGISTRATION

The following letter from an experienced and successful ex-Registrar London is of interest.

"Dear Sir,

Have been most interested in reading the results of the Broad Public Questionnaire and your ED 37 INT and HCO P/L of 23.11.69, Individuals vs Groups.

As long as I can remember in Scientology orgs, the standard way to promote and make contact and that which produced the best results was (1) Word of mouth (2) Follow up letter registration after books being bought and new name added to address with the constant use of CF to get people in.

When I was in England last year I recall hearing about one person finally coming in for processing and training, that I can remember writing to as far back as 1959.

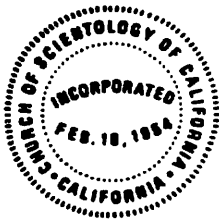
I always found that the follow up, follow up, follow up, follow up always got them in the end, and quantity of letters was it, plus the back up of the Auditor and local magazine regularised and maintained, constantly on time, constantly followed up, plus hard sell and a specific angle to the mag, plus usual back ups were needed.

The 6 week to 3 months lag on failure to get the letters out and of course ARC Break programme, and the Registrar and Success seeing to it that results were obtained, all apply.

I can recall that when I went in as Registrar in 1958/9 in London, I got promoted as "the person who will help you handle your problems." This has persisted (to some degree even till now), and it was very valid during my time at HASI London, even after I was no longer Registrar but in Tech and later Org Exec Sec. It established a stable terminal.

It might be worthwhile renewing in all orgs as an action, i.e. advertise the Registrar as the person who helps you handle your problems. We do seem to do the best on the individual approach.

Also suggest that Auditors and local mags are programmed in a specific order and gradient to achieve what we want to achieve in the way of promotion.



LRH:jp:bk

Love,

Ray Thacker"

L. RON HUBBARD
FOUNDER

EXECUTIVE DIRECTIVE

LRH ED 39 INT

23 November 1969

Applies to All Orgs,
To All Bases, AOs & SHs

ETHICS PROGRAM NO. 1

To LRH Comms to ACTIVATE

THE PURPOSE OF THIS PROGRAM IS TO GET ETHICS PROTECTION FOR ACTUAL UPSTATS AND PREVENT OPPRESSIVE INFLUENCES ON ORG STAFF MEMBERS.

OBSERVATION: The great majority of staff members are trying to do their jobs. They are impeded when Ethics is out in an org.

In 1968 we tended to drop out Ethics in the US by granting a moratorium on the US.

We dropped out Sec Checks as a Reform measure.

The Guardian WW commented in Sept 1969 there were only 3 Ethics Officers on post in all the world.

Stats in some areas are in Danger Condition. The second action of this condition is Ethics, the first being to handle the situation on by-pass.

Undoubtedly WW is seeking to remedy this situation. However, as the orders below are very standard, nothing in them cancels any WW order and are to be undertaken regardless of any other actions in progress.

MAJOR TARGET: TO GET IN ETHICS IN SCIENTOLOGY ORGS FROM WW ON DOWN TO CITY OFFICES.

PRIMARY TARGETS:

1. LRH Comm to see that a full time ACTING Ethics Officer who can operate an E-Meter, has had good case gain and study record is appointed and on post. IF ONE IS SATISFACTORILY ON POST THE LRH COMM GIVES HIM THESE ORDERS TO EXECUTE AS PRIORITY.
2. LRH Comm to see that the E/O has or does cover the Ethics Section of the OEC rapidly in addition to handling his post. Until this is done the E/O is to be known as an ACTING E/O. Any E/O who has not covered this OEC Ethics section to be known only as "ACTING E/O" until he or she has covered the OEC section on Ethics and has proven competent on post.
3. ACTING E/O to be provided with a place to work, ethics folders and a place to file them and lock them up, and materials of the post.

4. ACTING E/O to be posted as such on org bd.
5. Sign, ETHICS OFFICER to be placed on desk.
6. LRH Comm to report compliance on above actions 1 to 5.

VITAL TARGETS:

1. To get ethics in in the org.
2. To help the field with Ethics matters.

OPERATING TARGETS:

1. Get a full list of staff members.
2. Make up a folder for each one if none exists or any missing.
3. Check list for
 - (a) Case gain.
 - (b) Good study record.
 - (c) TA is no unusual range high or low (above 4, below 2) and needle clean.
 - (d) Good post stats.
 - (e) No current drug history or connections.
 - (f) No past psychiatric history.
 - (g) File any results and full notes and data in the Ethics Folder of that person.
 - (h) Assign the status of ETHICS UPSTAT by putting a blue tape on each folder to each staff member who passes (a) to (f) above with flying colours and no black marks in connection to (a) to (f) and putting a copy of the E/O in the folder of each person who passed.
 - (i) Issue the full typed list of ETHICS UPSTATS as an Ethics Order for your org, send a copy to your EC, to your Continental EC, to EC WW, Info E/O International and a copy to your nearest OTL for Info of CS-1. On this order also state full number of people in your org.
 - (j) Indicate by despatch via your LRH Comm to LRH Comm WW "Full compliance with Operating Order No. 1, No. 2 and No. 3 of Ethics Program No. 1 per LRH ED INT 23 Nov 69" and enclose a copy of the Upstat E/O you issued.
4. Examine the Ethics folders of all those not included in the Ethics Upstat Order.
 - (a) Select the one who got lowest (worst) marks on (a) to (f) (passed the fewest of (a) to (f)).
 - (b) Investigate the person's post for outnesses.
 - (c) Investigate the person's connections prior to Scn.
 - (d) Summarize the folder and send a copy of the report to the nearest Assistant Guardian with an Info Copy to the Guardian WW referring to this ED.
 - (e) Repeat 4(a) to (d) on any remaining non-upstat personnel you consider on the basis of investigation to be depressing stats by reason of your investigations.

- (f) Report compliance on Op Order 4 via your LRH Comm to LRH Comm WW.
- 5. (a) Order all those who did not make Upstat and who were not considered any menace, to Review each one with a note for the C/S stating what was found to be out in the general investigation so that it can be remedied. Note the fact in the person's folder. I.e. "Poor Study Record. Has psychosomatics despite earlier auditing. Has long drug history" etc.
- (b) Report Compliance with Op Order 5(a) via your LRH Comm to LRH Comm WW with a list of those so sent.
- 6. Survey any org applicants taking the HDC or HDG Course as per new hiring Poltr wherein they are trained free of charge.
 - (a) Do a check as in Order No. 1(a) to (b).
 - (b) Recommend termination of those not making satisfactory progress on the Course and who have outnesses as in 1(a) to (f).
 - (c) Require Ethics clearance of all future applicants before hiring.
 - (d) Report compliance of 6(a) to (c) via your LRH Comm to LRH Comm WW noting this LRH ED INT.
- 7. Check over field franchise areas of enturbulence.
 - (a) Investigate area for a possible suppressive person.
 - (b) Apply examination as per 1(a) to (f) to the personnel.
 - (c) Send the results to your nearest Assistant Guardian with Info to Guardian WW.
 - (d) Inform your org's Franchise Officer and Franchise WW.
 - (e) Report Compliance with Op Order No. 7 of this ED.
- 8. (a) Having done all of the above, now OPEN YOUR LINES TO ROUTINE E/O TRAFFIC AND ACTIVITIES FOR THE ORG AS COVERED IN E/O POLTRS. You have cleaned up any backlog. Your business now is to see that it doesn't occur again.
- (b) Complete your study of Ethics Poltrs.
- (c) Have "Acting" removed from your name on Org Bd.
- (d) Inform via your LRH Comm, LRH Comm WW with Info HCOES WW and Guardian WW that you are fully on post with all backlogs handled.
- 9. Continue as E/O of your org, handling the routine duties.

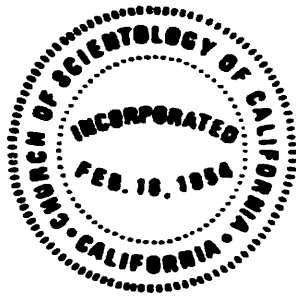
ORDERS COMM LINES:

Where "via LRH Comm to LRH Comm WW" occurs include any or all all intermediate LRH Comms.

You can only err on Comm lines by not informing enough seniors.

PROTECTION:

If threatened with removal for turning in any adverse report or refusing to make any false report, inform the Guardian WW urgently on direct lines.



L. RON HUBBARD
FOUNDER

LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 38 INT

23 October 1969

ETHICS OFFICERS

I have had a report that there were orgs without ethics officers on post.

Their stats are down.

The cycle one follows to get stats UP is

1. Ethics
2. Tech
3. Admin

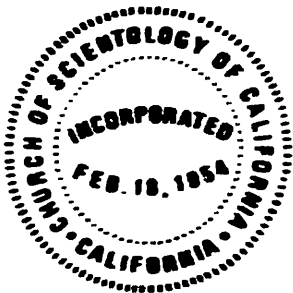
An LRH Comm who has permitted an org to be without an Ethics Officer is flirting with disaster.

Ethics may not be popular but it is no coincidence that when Ethics goes out income falls. It happens every time.

You will find those who don't like Ethics the most have very out ethics.

It is a direct order to LRH Comms that an Ethics Officer must be on post and checked out on his hat and functioning. Any executive who refuses to cooperate in placing an Ethics Officer on post should be reported to the nearest Sea Org Unit by anyone in that org.

An Ethics Officer protects good staff members from the org decline which is inevitable when Ethics goes out.



L. RON HUBBARD
FOUNDER

LRH:ldm:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 37 INT

23 November 1969

RE: LRH ED 14

REFORM MAILING RESULT

The work spent on this mailing by the Guardian's Office, Public Divisions and the Public Exec Secs is appreciated.

318,885 were sent out in Auckland, San Francisco, Durban, Bulawayo, Capetown, Los Angeles and UK.

These briefly described Scn, asked what should be done with the subject and what reforms should be undertaken.

The returns had little or no value. Less than 10% replied. Most people had never heard of Scn.

The list however produced a very positive result.

The categories we mailed to were:

- a. All members of national government and its agencies
- b. Members of state and provincial governments
- c. Members of city government and councils
- d. All newspapers
- e. All press agencies
- f. All public information agencies
- g. All local civic groups
- h. All doctors
- i. All psychiatrists
- j. All members of mental health groups
- k. All churches and ministers
- l. All reform groups
- m. All political party headquarters and their members
- n. All tradesmen
- o. All business associations
- p. All schools and colleges
- q. Police
- r. Lawyers
- s. Children's groups -- child welfare, NAPCC etc.
- t. Women's Groups, garden clubs etc.
- u. Men's groups, Rotarian's etc.

Of all these that were mailed to, only a few lawyers, a very few schools, a few men's clubs and a tiny church response occurred.

In short all the above categories are completely useless for dissem purposes.

THIS IS VERY VALUABLE AS AN ETHNIC SURVEY. It is of great interest to Div 6, Dept 16, the Dept of Ethnics.

It shows TWO AREAS that are USELESS for Dissem purposes.

1. DO NOT DISSEM TO GROUPS. They have their own axes to grind and are founded (including governments) to push their own special interests and ignore any other interests whatever.
2. DO NOT DISSEM TO PROFESSIONALS IN THE SOCIAL "SCIENCES" in any of the above categories as they are fixated on their own solutions or cynically know there is no solution.

These data apply to the US, UK, Rhodesia, South Africa and Australia.

Dianetics is recently in use by Medical Doctors in Europe and there is interest in it amongst GPs in the UK so is an exception in Europe. But Europe has been overrun by war and its doctors know there is no good medical answer. Thus mailings to MDs in European countries about Dianetics is not tested good or bad.

Thus a whole lot of hard work on this mailing back in '68 pays off. It saves any other investment of time and money disseminating Scn to the above types (a) to (u).

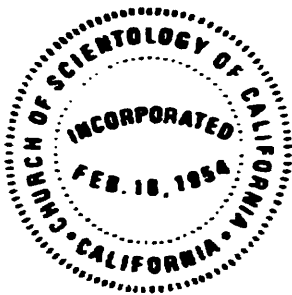
Actually it follows out earlier experience which said the same thing.

So if you have any programme of mailing or public lectures or dissem to (a) to (u) cancel it, waste no money on it.

This also proves rather conclusively that the birds who should be interested in raising the IQ and social behavior of a society aren't interested in any method or type of betterment. They do (almost all the groups and categories from (a) to (u)) support illegal seizure, brutality and murder as they support psychiatry.

Thus this gives us a new view of what type runs things. And it tells us why we have a hard time now and then. The social order puts the SP in charge of society at this time.

It is far from hopeless. There are a thousand other categories of people left for dissem. It is up to us to find them.



L. RON HUBBARD
FOUNDER

LRH:ldm:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 32 INT

22 October 1969

INCOME & STAFF PROG NO. 1

The Training of org staffs on the HDG and OEC is a vital action both personally and for an org.

The cycle which occurs is that the form of the org goes out by being unknown, the pay of staff members decreases, some staff leave, staff members are too few to get the form and functions of the org in. Stats stay down until some knowledgeable Scientologist or a Mission comes in and builds it back up.

Our Admin technology is very good, very workable. But it cannot work if it is unknown or not used.

The actual sequence of building up an org is first Ethics, then Tech, then Admin.

Staff Programme No. 1 gives its HDG first for then as almost everyone on staff now knows what tech is and what results should be expected and what study policy should be in to run the courses and process pcs, it is less likely that the staff as a whole will tolerate out-tech. It increases the R, the reality of staff members on the actual service being sold.

Then if one gets people through the OEC there is a general staff reality on the org pattern and functions. As that agreement exists now, Org Reality is increased. And income of the individual staff member and the org will go up and up and up.

There is NO mystery whatever about down stats and low units or pay. The staff is not functioning as a team because they do not know what should be going on. They are the ones who do the work. So if they don't know what work has to be done they do useless things and even though they may be working like blazes there is neither income nor expansion.

Due to the ignorance and treason of international bankers (who back Mental Health psychiatrists) money is inflating all over the world. It now costs much more to live.

We have learned the hard way that we cannot increase prices.

This means we have to increase volume in order to increase income.

The best way is to educate every staff member into the service he is selling and give him excellent knowledge of policy and org form.

Any staff, if educated on our Admin tech, can increase volume ten times easily.

So we have no choice.

There is no reason whatever not to have well paid staffs and plenty of money on which to run. All staffs need to do is become sharp on the org form and its actions and why and to have a good reality on the service.

When I hear of an org "giving away its Central Files to districts where the people are" as Washington did I know at once that in that org no one knew what a CF was or how to use it.

When I hear an executive "closing the foundation" because it makes a neater org board and see the gross income collapse I know nobody there has a clue about why foundations.

Poor premises, lack of facilities, low units, bad service all come from general ignorance of Tech and Admin.

Your surest route to solvency and good service is Staff Programme No. 1 in action.

I am counting on LRH Comms in every org to make it an actuality.



L. RON HUBBARD
FOUNDER

LRH:ldm:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

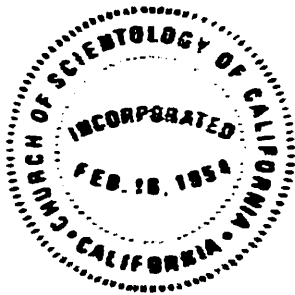
LRH ED 31 INT

26 September 1969

(LRH ED 1057 INT of 24 April 1968)

Reissued

Ethics Officers who send SP's to AO or SO are
to be declared hereafter in Doubt by Int. Ethics
Officer or Flag Master at Arms, Sea Org.



L. RON HUBBARD
FOUNDER

LRH:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 29 INT

12 October 1969

DIANETIC TRIPLES

Be sure you get, duplicate, issue and use

HCOB 5 Oct 69

HCOB 5 Oct 69 Issue II

HCOB 6 Oct 69

These cover Dianetic Triples.

About 10 times the result occurs in triples. People on whom singles have been run must now be run on flows 2 & 3.

Some people who had a somatic recur after singles will lose it in triples.

This has now all been tested out.

It takes a very smooth auditor to run triples so singles are still run on pcs to qualify an HDG.

This is very good news, better than you think.

These HCOBs belong in your Dn Checksheet along with other additions to the course already issued.

You should also send them to Dianetic students who qualified and are HDG.

DON'T FORGET TO SELL SCN Grades to Dn Completions and Academy Courses to HDGs.

If your Dn Course takes more than a month, your use of HDG Training policy is madly out.

Don't use triples to repair a dissatisfied case. Use an Scn Review to do that.

Use Dn triples on those who ran well on singles. Otherwise it's a "GF 40 and handle."

Good luck.

Love,

RON

L. RON HUBBARD
FOUNDER



LRH:rs:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 28 INT

2 October 1969

GUARDIAN PILOT

EXPANSION

THE PRODUCT OF THE LRH COMM AND THE GUARDIAN'S OFFICE IS AN ORG. (Θ)

THE PRODUCT OF AN ESTATE SECTION IS AN ORG. (MEST)

THE PRODUCT OF DEPT 21 (27) IS AN ORG. (SOURCE)

The Theta and Mest which become an org must be produced.

As we often have a hard time to keep an org there, it is obvious that we are undermanning Dept 21 (27 in a 9 Div Org).

The Guardian's Office has been extremely successful. While this is mainly because of the stellar personalities in it, the position on the org board (Source) is also important.

On the operational theory that one strengthens what is succeeding and drops what is failing, I think we should strengthen the Guardian's Office.

I think it would be a good idea to give a trial run to a form of Dept 21 (27) as follows:

- LRH Comm (his Actions and any staff)
- The Guardian (A/G for an org)
- Deputy G (D A/G) for Intelligence
- Deputy G (D A/G) for Legal
- Deputy G (D A/G) for Policy Knowledge
- Deputy G (D A/G) for Personnel
- Deputy G (D A/G) for Finance
- Deputy G (D A/G) for Tech
- Deputy G (D A/G) PRO
- Estate Manager (Any buildings, grounds, maintenance, cleaning.)

More than one function can be performed by one person, of course but LRH Comm and Guardian (or A/G) must be held without additional posts.

This clarifies rather than burdens Dept 21 (27) with more duties as the org still performs all its own functions.

The EC has the same duties it always has.

However, this gives supervision to those points which produce an org.

This new Dept 21 (27) gives a lateral control. The EC gives a vertical control.

These points are the ones I am always having to stress and handle and it would seem they need particular attention from the Office of LRH.

I think existing orgs and their staffs do well. But I also think we need more people engaged only in putting an org there for the EC to run.

Let's look this over and give it a try before it becomes policy. It can be put into effect as feasible.

The object of all this is to have people publicly and internally engaged in putting an org there and keeping it there and solvent as different than running an org.

These posts at WW and Continental levels would put orgs there.

I can think of no function of the LRH Comm or the Guardian's Offices that do not have an org or orgs as a product.

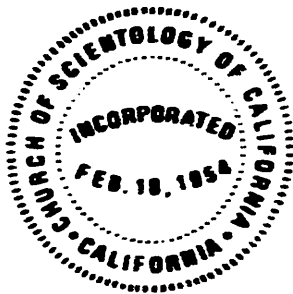
Therefore where we don't have an affluent, stably expanding org, these functions must be missing.

So let's look it over and try it.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:ldm:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 27 INT

20 September 1969

IMPORTANT

LRH COMM STAFF PROGRAMME No. 1

(Note: This STAFF Programme is targeted for action by org, Continental and WW and AO and SH LRH Comms. Without interrupting or halting local area programmes, STAFF PROGRAMME No. 1 must be gotten into effect by LRH Comms as a first order of business and pushed through to conclusion.)

DATA:

1. The paperback DMSMH has pushed itself again into best seller levels in the US and is almost everywhere in the world publicly very popular.
2. Scientology auditors are vital to back up Dianetic tech.
3. We only fail where we do not know and apply our hard won data in the fields of Ethics, Tech, Admin and study.
4. The opposition is still there but weakening markedly under the assault of the Guardian's offices which continue.
5. Pubs org is getting books out and distributed over the whole world even behind the Iron Curtain as well as in the most militant Western nations. Books are going into many languages.
6. The AOs have improved tech on OT Grades.
7. Study materials as contained in the HDG pack unlock all slow training if exactly followed.
8. The liaison of medicine, Dianetics and Scientology can and are handling many social problems never before touched.
9. Our organization staffs, if well trained, using our admin and tech contain a potential which can be enormously expanded.
10. We have arrived at a point of technical perfection which must be backed up by administrative and tech know-how on the part of every staff member.
11. Our orgs have proven conclusively they can survive.
12. By org staff education we can achieve expansion, better pay, better facilities and smoother operating conditions.
13. It is an historical fact that growing Dianetic popularity once overwhelmed untrained and poorly prepared Dianetic organizations by pure volume of business.

MAJOR TARGET: TO CONSOLIDATE EXISTING ORGANIZATIONAL STRUCTURES AND SO FACILITATE EXPANSION, BETTER PAY, IMPROVED FACILITIES AND HIGHER ORGANIZATION AND STAFF SECURITY.

VITAL TARGETS:

1. All staffs fully trained on the OEC.
2. All staffs fully aware of technical potentials in auditing.
3. To get known and fully applied all our data on ethics, tech, admin and study.
4. To reduce confusion and overwork by a few by fully educating staffs into the functions of every part of an org and their posts in particular.
5. To improve service delivery by increasing the technical skill and confidence of every staff member and in particular the skill of technically assigned personnel.
6. To vigorously apply the technology of study itself as contained in the HDG pack to this broad educational effort.
7. To ready a staff and their executives to handle the expansion and increasing influence of Dianetics and Scientology.
8. To expand smoothly and unfalteringly.

PRIMARY TARGETS:

1. Each org (and executive unit) to have a full time LRH Comm in the day org and Foundation.
2. To have a day org and Foundation Staff Training Officer assigned full time in Dept 14 without other duties to expedite and keep track of the training level of every staff member and staff applicant including himself and to have full records up to date continually and full responsibility for all progress and attendance.
3. The E/O to back up the LRH Comm and STO fully in this Staff Programme.

OPERATING TARGETS:

1. The LRH Comm to make known this LRH ED to the Executive Council and staff by reading it to them and to get these orders executed without delay.
2. Personnel to immediately appoint the staff training officer in Dept 14.
3. The Staff Training Officers to immediately review and take examination on the HDG study pack, the examination to be given by the Qual Sec and the STOs to be letter perfect on this study and training data, knowing that failure to apply it to all training rigorously can extend training by months and make any such programme as this fail.
4. The Ethics Officer to study at once Ethics policies relating to students and back the programme up fully.

5. The Executive Council to meet and determine how to continue all existing cycles and services and prevent their interruption by intelligent dove-tailing with this LRH ED INT, and issue local orders accordingly. They are particularly to prevent current income loss by reason of Staff Programme No. 1 and yet get Staff Programme No. 1 expedited, realising its accomplishment will result in great org and personal benefits.
6. Personnel to commence Org recruitment on the basis of the recent HCO Pol Ltr awarding an HDG Course to new applicants.
7. The Public Divisions to increase standard promotional actions to prevent income slump.
8. The letter registrar to be given assistants to increase letter outflow.
9. Tech and Qual to improve and increase their current services despite this Programme's demands.
10. The Qual Sec to personally crash programme all Supervisors on the HDG Training Pack including himself and the OES whether they have their HDC or not and getting it applied rigorously on all public courses thus speeding public training and reducing class sizes by pushing through any overdue students to a happy result on any course being taken.
11. As soon as the above operating targets are met under the directives of the EC and at his own initiative the Staff Training Officer is to implement and carry through the training of every staff member (and applicant) to HDG at a vigorous rate including any VIII who is not already an HDC and HDG.
12. Auditing assignments using staff members as pcs are to be made by the Dir of Review, with Case Supervision on these done by any Class VIII who is an HDC or any well trained HDG to the end of having the required 3 well done sessions necessary to HDC.
13. C & A to issue the HDG (not the interim HDC) to every staff member who has qualified as soon as qualified by study and 3 well done sessions and Course Supervision.
14. Staff applicants to be put on staff by personnel as soon as qualified by the STO and C & A as HDGs.
15. At the responsibility and initiative of the STO, backed up by the EC, E/O and under the watchfulness of the LRH Comm, every person who has attained HDG as soon as he has attained it or anyone who already has it is to be started on the OEC.
16. On completion of the OEC three times through each staff member is to be examined by the STO and certified by C & A as a Hubbard Senior Executive. This award does not change a person's post but should result in a bonus.
17. So long as this staff training programme is in effect, the LRH Comm is to require from every staff member and applicant A THURSDAY REPORT. This is a written report on Post and Org actions. It is not a public student report. It is to be checked off on a staff list by the LRH Comm and forwarded to me via the LRH Comm WW and OTL DK except AOs which come to me direct to OTL DK and forwarded by it. All other individual staff member and staff student reports are cancelled.

The report form is to cover these points.

- A. Org actions personally accomplished since last Thursday.
- B. Org outnesses noted.
- C. Org outnesses personally corrected.
- D. Progress made on Staff Programme No. 1.

On completions relating to these orders, the LRH Comm is to personally report to me.

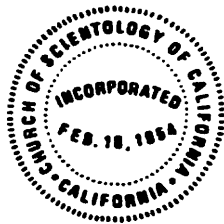
Note:

- 1. Current staff training programmes are to be left in effect only where they do not conflict with Staff Programme No. 1.
- 2. Staff Status 0, I and II are to be ignored at this time.
- 3. When all the executive secretaries and secretaries including the LRH Comm have their HDG and HSE the fact should be specifically reported to me by the LRH Comm.
- 4. When the whole staff has these 2 certs the LRH Comm is to report it urgently.
- 5. When Public Division personnel have their HSE they should be given a PRO Course in the org by arrangement with an AO.
- 6. When Div III personnel have completed as HDG and HSE they should be put through the Finance Pack by the STO.

I remind the HCO Exec Sec of every org that their primary duty is to hold the form of the org.

Any conflict between Staff Programme No. 1 and existing orders should be bridged with minimal confusion by the LRH Comm WW who in this has authority to modify any actual or supposed orders from me that may be found or thought to be in conflict with Staff Programme No. 1.

LRH:rs:gal



L. RON HUBBARD
FOUNDER

NOTE: LRH ED 27 INT was discontinued by LRH ED 121 INT, STAFF TRAINING PGM NO. 2.

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 26 INT

11 September 1969

To all ECs
All Staff

ORG AFFLUENCES

We will be releasing new data about study next year for University Students. It is under research right now.

The first HUGE lesson learned is that an org staffed with people not fully conversant with all org policy will be filled with Dev T, have low stats, the best org members will work like fury compared to the rest and life will be hard to live.

Previously we had a Staff Status programme of SS I & II. It isn't enough by a long way.

If every member of an org had an OEC under his belt, 3 times through a checksheet covering Pol to 1969, 100% exam pass, your org would boom.

It isn't Ethics that's out. It's common know-how.

Also if your org had only HDGs or above on staff it would have a reality that nobody could knock.

I'll tell you how we learned this about the OEC and HDG.

In 2½ weeks I made 7 HDGs fully qualified out of a class of 15. Because of no time the other 8 were put off course as slower.

These 8 along with 113 other students did not make but 10% graduates in the next three months part and full time.

This was such a mystery that it had to be solved.

You know how your org classes often fill up with large numbers with few graduates? And few enrollees? Lots of students in class, nobody graduating and nobody enrolling "because it takes a year"?

Well, that mystery has been a mystery for years.

After lots of study of it and asking many questions, I found that the original class was trained with all study policy in. Then others took over. NOT ONE SUPERVISOR OR SENIOR IN THAT AREA HAD EVER READ SCN TRAINING POLICY.

The class was taken over by Supervisors fully trained on Scn Training Policy (as in the HDG pack) and WITHIN 72 HOURS FULLY QUALIFIED GRADUATES BEGAN TO ROLL OFF THE COURSE ASSEMBLY LINE.

The block was a gross outness. Training Policy was out because it was unknown. And it stopped progress for 3 months! And during all that time the people tried like mad to train and be trained without getting anywhere at all!

In Scn orgs and Classes we are handling a new subject. We cannot depend on outside training to serve up experts help us. We have had to develop our own training tech to train and our own org tech to function because the wog tech didn't work for us. Handling the mind with minds and a ve. aberrated public we needed more than the usual woggy system.

When we used wog study methods or wog business methods we failed even when we had experts in them.

So we developed 19 years worth of Training tech and 19 years of organization tech. And where it is known it works swiftly and well.

Studying this further, I have found that we fail only to the degree we do not use Scn training tech and policy. When we use those, then the mental technology itself functions like a rocket as it's backed up by good training skill and good admin.

Therefore Stats depend on the degree that one

1. Has Scn Standard procedure working
2. Has good Scn training policy being used and not violated and
3. Good Standard Admin being done.

Your big buildings, Cadillacs and high pay are to be found on this route of 1, 2, 3.

So how to do this, how to get every staff member at le to HDG and OEC?

Staff Training often pulls one off post and makes other problems. Some orgs forget to train staffs at all.

I have just developed for AOs and SHs a way it can be done fast, providing the Supervisors of the Dianetic and OE and Scn Courses are fully grooved in and use Training Polic

Already we are requiring new staff members to be HDGs. But what about the old ones?

The idea for SHes is this.

1. We divide staff in half.
2. We put in a full Day Org using 50% of the staff with its own EC of course.
3. We put in a full night and weekend Foundation using the other 50% with its own EC of course.
4. The Day org studies and gets auditing evenings and weekends along with the public in the Foundation.
5. The Foundation staff studies and gets auditing all day five days a week.

This gives the Day org 23 hours a week study and auditing. It gives the Foundation 40 hours a week study and auditing.

Service to the public (and promotion) is pushed heavily so that no financial upset occurs due to this programme.

If Training Policy is severely fully IN, this will make HDGs rapidly, especially in the Foundation.

As soon as a staff member has his HDG he goes right on with his OEC.

When the majority in the Foundation are HDG OEC those now fully qualified transfer to the day org and the most upstat day org transfer to the Foundation to rapidly complete.

You will wind up rather quickly (depending on how well training policy is observed) with a full staff Day and Foundation who are

1. HDGs or above
2. OECs
3. Fully Dianetic completed as to case.

As all incoming new staff members will be HDGs, they can be kept on lower pay until they are also OECs.

This programme will rid your org of most of its internal Dev T and expansion barriers. With all staff fully acquainted with policy as well as basic tech it should be a Go-Go Org from there on out.

The agonies and conflicts of overwork and heavy ethics, errors and damage can become a thing of the past wherever they exist.

As stats are bound to go up, it means the org can make Scientology classed auditors and even VIs, VIIs and VIIIs with rapid ease.

But remember the big lessons:

1. TRAINING PROGRAMMES ARE ONLY SWIFT AND SUCCESSFUL WHEN TRAINING POLICY IS FULLY USED AND IN and
2. ORGS ARE ONLY SUCCESSFUL AND FREE OF DEV T AND TROUBLE WHEN ALL STAFF ARE FULLY TRAINED ON THE OEC and
3. FULL REALITY ON BASIC TECH AS PCS AND AUDITORS GIVE ONE A FULLY HAPPY BOOMING ORG.

It is fairly easy to put such a programme into action and carry it through. It is not costly as it can only result in added income from the knowledge gained.



Love,

RON

LRH:rs:bk

EXECUTIVE DIRECTIVE

LRH ED 23 INT

2 September 1969

SCIENTOLOGY WORLD NEWS SURVEY

A rapid survey of news from the mail lines shows the enemy is weakly defensive in that he is taking defensive measures which are not very effective.

FDA officials in Washington after their lose to us whine to callers that "Hubbard is financing all these attacks on us."

The WFMH (Smersh) has issued orders for their coming Congress in Washington on how to handle Scientology pickets etc. - they will let them take the stand and address the Congress. And otherwise say nothing and act calm.

In England Town and County Planning permission appeal was won by us. Robinson is now Housing Minister, refused to handle it himself, gave it to a junior who heard it solely on building matters omitting all else. SH won, can now build the rest of the Castle.

Three UK suits are being won by us, the People Newspaper trying to negotiate a settlement.

Old Saint Hill and WW are up to their highest income this year. The SH foundation is also way up and other UK orgs doing fine according to my estimate.

AOUK is easily the most upstat AO, holding its own splendidly even though overseas students remain barred out.

England is following orders to Boom UK. Last I heard old HASI London was enrolling 3 Dianetic students a day.

Financially we are holding our own over the world.

A court trial for child custody in Orange County Calif was aimed hostilely at us but was ended off by the judge after favorable testimony by Ray Kemp.

A Texas Attorney General Investigation of Scn caused by Alan Walter's upsets in the area (he took on SO dismissed people) was quashed.

The US IRS "won" its suit against C of S to cancel Scn Non Profit status in the US but the win was shakey and won't hold up and the matter is being appealed to the Supreme Court.

Some 3rd Parties are trying to make trouble between the SO and the Guardian's Office, to get them fighting each other in the UK and LA areas. That would be a nice one. We're calling for a 3rd Party investigation.

Dianetics is very popular over the world. Our SO Dianetics programme is a success. Backed up by the SO VIII programme of 1968 this means big wins in tech over the world.

Gerry McDonald in the LA area took back a boat he contributed, the "Ares," and blew. Typical of people who cause trouble he never could be trained. The Pacific Flotilla is now in more competent hands.

2nd Deputy Commodore Hana Eltringham in the Pacific area is doing very well.

No new AOs are scheduled to be established.

The Guardian WW Jane Kember and David Gaiman and staff and Assistant Guardians and offices over the world are doing splendidly. They are the real heroes of the "war." We owe it to Mary Sue and to them that Scientology is still not only functioning but winning on all fronts.

The initiative and good sense of Executive Councils and org staffs over the world is proving adequate to handle Scientology without close direction. I am very proud of them.

In the past few months I have learned that Scientology organizations over the planet are stable and competent and will not only survive but advance and that they are indeed the spearhead of a new civilization.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:eky:bk

EXECUTIVE DIRECTIVE

LRH ED 22 INT

2 September 1969

BPI
The Auditor

SCIENTOLOGY AUDITOR

SCARCITY

With the Dianetics boom now being reported in most areas, the public and even orgs are overlooking a vital fact:

DIANETIC AUDITING
MUST BE BACKED
UP BY SCIENTOLOGY
REVIEWS.

Scientology often has to get the case running in the first place and has to handle cases that do not run well.

The average is about one Scientology review session to five or less Dianetic sessions.

Just as needful medical treatment for physically ill persons lies below Dianetic auditing so does Scientology lie just above it.

Handled in this way, Dianetics achieves 100% results.

Done without Scientology assistance, Dianetics achieves only about 50% results.

So while we are busy turning out quite properly great numbers of Dianetic auditors, where are the Scientology Academy and Class VI SH and Class VIIIs from Advanced Orgs to back up the programme?

A good Dianetic auditor, an HDC or HDG makes a wonderful Scientology Class Auditor. He goes through his Academy rapidly, does his SH VI quickly and obtains his VIII swiftly. The future quality of tech is completely assured by the fact that an HDC must be able to audit consistently well to obtain his certificate. This will show up all the way onward. So we have before us a future of splendid auditors. The simplicity of Standard Dianetics allows for no reasonableness about results or any odd factors entering in.

So from HDC and HDGs we will get Scientology Class Auditors quickly who are far better than ever before.

But we must get some auditors moving up into Scientology to fill the fantastic scarcity of Scientology Class auditors now beginning to be felt.

For every five Dianetic auditors we need at least one Scientology class auditor and even that is thin.

So orgs and Academies, should take their very best HDCs and push them up into Scientology Academy Class auditors, and the best of these to Class VI and the best of these to Class VIIIs.

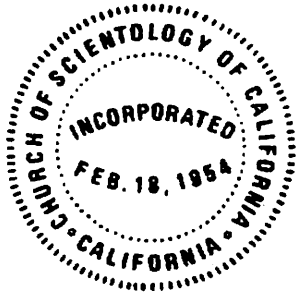
The sudden booming popularity of Dianetics makes it vital to keep an eye ahead. The scarcity of Scientology Class auditors is very great right now. What will it become in another six months unless we begin to make them now.

Auditors are the most valuable and scarce people on the planet. Full time or part time, they are needed. And needed most of all are Academy Class auditors and VIs and VIIIs.

So give thought and action to this.

The future of this planet most certainly depends upon it.

L. RON HUBBARD
FOUNDER



LRH:rs:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 20 INT

23 August 1969

RESEARCH

PROGRESS

This has been a year of a tremendous lot of research development. Dianetics was made totally workable.

Last year was the Class VIII development.

These were 2 100% result programmes. They are inter-dependent. Between them, with earlier work, there are no barriers now to a totally sane and healthy society.

We have not done an institutional programme because we have no facilities to do it but we have the answers even there.

Tech is the theta thrust into the society. All new civilizations progressed on new technology.

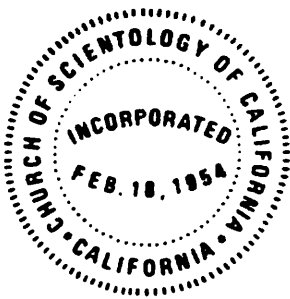
In the main we face what is called a "cultural lag." The mental health field is stuck about 1450 AD. Dungeons, torture, illegal seizure, the "best" people. We are rolling at about 2050 AD. This time gap makes it nearly impossible for the society's witch doctors (untrained in logic or mathematics) to grasp what is going on. They lack even a purpose to make anyone well. Not even up to that. So we are impeded by a "cultural lag." By tying a bridge to medicine and healing we can overcome this to some degree.

Therefore the Standard Dianetics Programme was an enormous advance for us, not just in tech but in social advance.

So we are doing very well really.

Ron.

L. RON HUBBARD
COMMODORE



LRH:rs:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 19 INT

18 July 1969

EXPANSION

In 1950 I said that Dianetics would go as far as it works.

With the development of Standard Dianetics backed up by medical treatment and Scientology Reviews, we now have 100% Dianetic results in which there are no special cases.

With Standard Dianetic Training HCOB 16 Jul 69, we need have no failed auditors or failed sessions.

This means Expansion!

Backing up these results with Standard Div 6 promotion and the Admin actions of the 7 or 9 division org board means that expansion is inevitable.

Any opposition we have had was weak and is dwindling. The main motives for that opposition was jealousy and fear of competition.

We have arrived with the org pattern, the know how and the tech.

We can begin a crusade for a healthy, happy community and nation.

It is unlikely that governments will be happy with us until they subsidize us as they tend to fear independence and initiative. Therefore, while going onward as we are, we should also complain to governments that we are not subsidized.

Our intention is to serve the community and the nation.

We have a total monopoly on mental technology. Thus we cannot fail.

I want to see every org and every staff member getting wins and adequately financed.

You could say we have just begun.

My best wishes and highest confidence in you for a splendid future.



Love,

Ron

L. RON HUBBARD
FOUNDER

LRH:nt:ldm:bk

EXECUTIVE DIRECTIVE

LRH ED 18 INT

17 July 1969

DIANETIC CASE GAIN

There are no failed Dianetic sessions.

There are only failed Dianetic Auditors.

So powerful and exact is the new Dianetic tech that, backed up by VIII Reviews, there are no case failures.

You are at a plateau of 100% tech results.

TRAINING

Training is also at the 100% level.

And this is big news. 100% successful auditors.

"FAILED" SESSIONS

I have found a formula for correcting auditing which is invariable.

When you have an auditor giving a failed session, YOU ASK THE PC WHAT THE AUDITOR DID.

Then you get hold of the auditor and get it corrected.

You send the pc to Review.

Auditor failures inevitably will be found to be a flagrant comm lag or an additive or command errors.

The most common one is forgetting the next command or getting it wrong.

Making the pc wait or doing something else inevitably winds up in a failed session.

TRs 101, 102, 103, 104 have been developed to drill commands and also drill them under fire.

So any failed Dianetic session is an auditor failure. I have now proven this and developed the remedy.

We can find what it is the auditor is doing or not doing and we can correct it and also correct the auditor's case.

That gives us 100% auditors.

It gives us 100% sessions in the long run.

As we also have Class VIII Reviews we can handle the most stubborn cases and get them to win.

This, to make a conservative statement, gives us the planet.

The only things we can do wrong are to fail to promote and deliver and fail to make money and handle it well.

We have a 100% monopoly on psychosomatic illness. All we have to do is work at it.

As we can make auditors swiftly and now make them capable of excellent results, we have broken the "12 years to train" personnel barrier.

The enemy has tried and failed. He is ear-marked down as a population control maniac who kills people.

We should go right on about our business. We should demand and eventually obtain all mental appropriations.

Now is the time to launch our crusade to make a well happy country of free people.

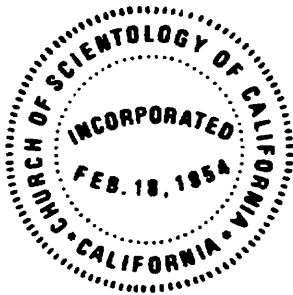
The public is with us. We should respond with SERVICE.

That's the way the wind blows. Let's go!

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:ldm:cs:gal

EXECUTIVE DIRECTIVE

LRH ED 17 INT

23 June 1969

DIANETIC RESULTS

You will find the 100% grade required on the Dianetic Exam before permitting a student to audit will save endless trouble, upset and reviews.

As a Case Supervisor I had lots of trouble with Dianetic C/S work until this 100% Exam grade requirement before auditing was put into effect.

The student who gets only 80% is still 20% error prone and these are the errors that cause trouble for cases and the Case Supervisor and the org.

Before permitting the Dianetic student to audit, he is given a written examination covering Standard Dianetics. If he passes with 100% he is permitted to audit. If he does not he is sent to Cramming to get his misunderstands handled and is then sent back to do the whole course checksheet again 3 times.

If this rule is relaxed for any reason you will suddenly begin to have tons of reviews, momentarily messed up student cases and an overworked C/S and Review Department.

The exam, needless to say, should be a plain straightforward exam on key points, with a single answer the only possible one.

Students who complain of "overrun" on materials have a misunderstood or disagreement.

Student questions at the beginning of course are many and mostly irrelevant. Any attempt to invent answers will result in altered tech. The answers are (a) in the materials or (b) don't apply.

SICK PCs

You'll find that a "bad" session on Standard Dianetics often loosens up the bank. The pc comes off stuck points and runs the engram out physically.

Some pcs, chronically ill most of their lives, begin to run out the illness physically.

In short, they come down sick.

This is alarming to a registrar, EC or org that hasn't figured it out. It looks like "Dianetic auditing made him sick."

Standard Dianetics is very powerful. Old Dianetics didn't reach that deep and wasn't that fast by far. Standard Dianetics is a new breed of dive bomber.

So you will see some people become ill after some Dianetic auditing, well or badly done. Remember that they have been ill a lot of their lives. Usually their complaint has been repeatedly treated but has occurred again. After Standard Dianetic auditing, if it is a bit off beat or not enough was done, the engram may begin to run out physically. The person will NOW respond to medical treatment whereas they didn't before.

In any event, after they recover they can be completed by more Dianetic auditing and will be in great shape.

So don't get into a fit as an org if some Dianetic pcs fall ill shortly after auditing. It's to be expected, particularly with auditing which contains flubs.

The illness, especially if treated medically, runs out. More Dianetic auditing when the person is again well will then set him up with continuing good health.

ALWAYS PUT A FLUBBED DIANETIC PC INTO REVIEW QUICKLY. Give them a Green Form.

Those who do this repeatedly are handled by No. 40 Green Form, handling the item and then all other items that read.

Standard Dianetics brings them into the state of good health, but not always directly. They sometimes roller-coaster their way up!

We have had several pcs who have done that during the test out. CS-5 has been ordered to write them up for the check-sheet.

ORDERED TO SCIENTOLOGY

You will find that people in Dianetics tend to conclude Dianetic auditing too quickly and say "Pc should now have his Scientology grades," too soon.

Standard Dianetic auditing is practically unlimited.

The time to send the pc on into Scientology is when he starts giving considerations for assessment instead of somatics.

Don't run considerations by Dianetics. That belongs to Scientology.

The purpose of Dianetics is aches, pains, feelings, mis-emotions.

One good Standard Dianetic session is not the end of Dianetics for that pc.

Several sessions ending with VERY GOOD INDICATORS are a minimum.

A pc can be without aches and pains after a session for two or three days, get some more, get another session etc.

Standard Dianetics runs from 10 to 50 hours of Dianetic auditing. Or even more, depending on how badly the pc is physically.

Eventually you won't be able to get any read on listing, even with prior assessment. The pc may also come up with ideas on the list. He is well and happy. That's it for Standard Dianetics. He should be sent on to Scientology.

TRIPLES

You can still run triple subzeroes in Scientology even though the pc has concluded his Standard Dianetic auditing. Chain 1 on secondaries and engrams may simply F/N. But Chain 2 and 3 were never run in Dianetics and so will run as part of the subzeroes.

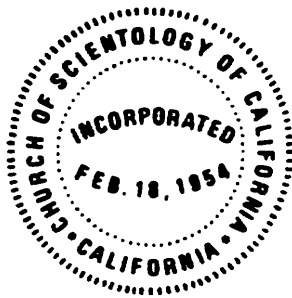
The advent of Standard Dianetics did not change Scientology. It set the pc up for Scientology so that he would be well, happy and make all his grades easily.

I hope this brief rundown on Standard Dianetics helps org staff members to handle pcs and their problems and to make Dianetics fully successful in your area. It's data of interest and value on your admin lines.

Love,

RON

L. RON HUBBARD
FOUNDER



LRH:cs:bk

EXECUTIVE DIRECTIVE

LRH ED 16 INT

13 June 1969

DIANETICS

Please carefully note and use the pattern of Expansion via Dianetics that is described on the tape talk I gave to the 1st Dianetic Graduates.

It is a very careful put-together which will feed back students for Scn training and pcs for Scn auditing.

The Dianetic Counseling group will be very successful in any area as its results will spread it quickly.

There have been four big break throughs.

1. A Dianetic procedure that works well and fast.
2. A Dianetic Course that can be taught fast to excellent results.
3. A Dissem Programme that advances quickly by results and speed of results into the health buttons of the society.
4. A Dianetic Counseling Group that supplants the private lone auditor.

Don't fear for a moment Scientology will lag because of this. On the contrary, if Dianetics goes well, Scientology (if you get the programme on that tape going) will boom.

One or more people in each Div 6 assigned solely to getting the Dianetic Programme that's on that tape going will keep Dianetics from distracting your usual Scn activities as these MUST continue as before.

Listen carefully to the points made on that graduation tape May '69 and do them and you'll see a boom.

The hold back was that the public was using the gold of Scientology to unsuccessfully cure headaches that would be handled easily in the silver of Dianetics. This made some people fail to become real clears and OTs to the extent they should have.

I'd also advise that everyone on staffs do a part time Foundation Dianetics Course. It should not take long. And it sure will help not only reality but health and real success on upper Solo grades.

The reality of the public is fixated on their own aches and pains.

We have been held back trying to make people spiritually free when they were only ready to have a sore foot run.

If you carefully note the programme on that graduation tape you'll see what you have to do.

But mainly and mostly don't abandon any Scn actions. Keep on doing these. Put somebody in charge of the Dianeti Programme and keep Scn going.

Dianetics does not work 100% on all unless it's backed up by Scn repair and Scn orgs.

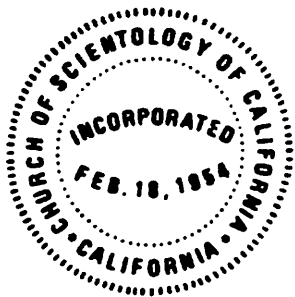
The possibility of actually clearing the planet occurs when we became able to make a Dianetics Auditor quickly.

But the whole thing would fail unless you also kept S going full blast.

Listen to and follow that tape.

Love,

Ron



LRH:fas:gal
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L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 9 INT

11 May 1969

URGENT

DIANETICS

Modern Dianetic auditing is called STANDARD DIANETICS and New Dianetics.

It is a PRECISION activity. New Dianetics is itself. It produces wonderful results if done exactly.

I find it takes a very vigorous course to make a Standard Dianetic Auditor.

You could mess up this New Dianetic programme by offering Standard Dianetic auditing without anyone who is precise enough to do it.

Therefore we are training your Standard Dianetic Course Supervisors right here right now. They are Sea Org Members. They will be sent to major orgs to teach this course.

CS-6 Ken Delderfield is getting your promotion to you and it will be in an Auditor.

I advise you NOT to jump the gun and offer Standard Dianetic Auditing until you have Standard Dianetic Auditors trained fully by these S.O. members.

Poor or sloppy New Dianetics will set you back as it doesn't get the results. To get results one needs a precision well trained Standard Dianetic Auditor.

Also, there has been a breakthrough. I made some new discoveries that are in this course.

We have a winner in this course. Let's make it a winner by doing it right, from the start.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:an:gal

EXECUTIVE DIRECTIVE

LRH ED 8 INT

25 April 1969

In the vast majority org executives are doing so very well that the Sea Org has given back all admin lines to WW and through it, to orgs.

The Guardian WW has set up a splendid record and is well able to care for this sphere and all Guardians Offices.

ECWW and WW Staff are showing good sense and initiative and if the SO remained on these admin lines it would perpetuate a needless danger condition.

Continental ECs are going ahead very well under WW control and are to be complimented.

The Advanced Orgs now have their own EC at AOLA and other AOs are controlled from there.

OTLs have been set up now at WW, LA, NY and Denmark. They constitute each one a last court of SO Ethics Appeal. They do not assign conditions. They take those appeals sent from orgs, staffs and the field in their area to sort out FALSE REPORTS and FALSE ACCUSATIONS and remedy injustices. They also select in their areas to AOs and help people move on up to OT thereby.

So the Sea Org has given back all its admin control lines.

Why?

An analysis has also shown the SO did the most good originating programmes and tech refinements. For example at the present moment the whole field of Dianetics is being overhauled in preparation to taking over all psychosomatic treatment.

The SO has other hats.

By using the formula of normal operation - enforcing those things which are winning and reducing those things which are not, we find that ORIGINATION of tech, Ron's Journals and highly trained personnel to help push them are the real winners for the SO.

Also we have other functions which are not part of org lines.

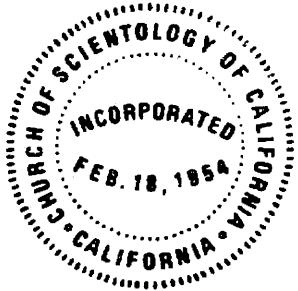
So look to ECWW and the Guardian WW for admin and operations and to OTLs for Ethics Appeals and ECAOLA for AO matters.

Look to the SO flotillas and ships only for what they will originate to further our advances.

The SO has not disconnected. It has only delegated.
You are growing up.

Love,

Ron



L. RON HUBBARD
COMMODORE

LRH:jp:bk

EXECUTIVE DIRECTIVE

LRH ED 8 INT
SEA ORG

7 April 1969

07043RED INT

DIANETIC BOOM

Now that other programmes are well in the groove in most orgs - and should be continued - the EXEC COUNCIL of every org is invited to give their attention to the new Dianetic Course materials and policies now enroute to them.

Healing has been a taboo too long. It cost us our auditor know how on the subject. By liaisoning with medical clinics, we can also enter the field of healing with Dianetics without letting down our functions or actions as a religious group using Scientology for spiritual freedom.

This means the Dianetic Course gets a new Checksheet and new orientation.

Like all good ideas this one is based on several tech breakthroughs of recent date - simple ones of which you're getting all the data or have already received it.

The real recognition is that Scn auditors are pushing pcs up through grades to cure them of some psychosomatic illness! Such things are handled by Dianetic auditing, not grades. They are easy to handle if one just runs the engrams and secondaries.

We must fully train and expect from Dianetic auditors the ability (once common to them) to handle any and all psychosomatic ills.

By sending any sick pc to a medical clinic for full examination and any treatment and by then using Dianetics with the full knowledge or supervision of doctors we will make friends and remove a fancied threat. The MD thinks we heal. Let's send him customers and cooperate. Then he'll send us customers too.

By making an HDA a real one like we once had back in '50/'54 we will cease to try to cure people with grade auditing. We use Dianetics on them. Then grade auditing will attain full spiritual freedom.

A Grade II who gets ill is often sent, for example, up to Grade III! A sick pc is often started on grades!

Grades are for real gain as a being, not for body repairs. Dianetics is body repair.

I have people here on record who have gotten into OT levels still trying to handle a broken spine! Or a migraine headache. The spine needs being set by an MD. The migraine is easy to audit out by Dianetics.

The two subjects each have their role - Dianetics and Scientology. We must rehab the simple skills of Dianetics for the body and demand results of our HDAs. Then when they become Scn Auditors they won't goof it. They'll know what to do for sick pcs.

This means a new boom for Dianetics. It doesn't change anything in the Scn line up. But it removes the sick pc from Scn grade expectancy.

Man is below being a body.

The goal of Dianetic auditing is a happy pc in a well body.

Then you'll see him soar as a pc on grades and triple grades.

Triple grades are working like a bomb.

Released OTs all over the place.

So now let's begin to make Dianetic Auditors and start again to refine things at the bottom so these sick pcs are handled by MDs and Dianetics.

This again shoots up our win percentage and takes the strain off the Scn lines.

The fields of the sick and the insane are pretty well wrapped up. We, whether we want to or not, will be pushed into these fields in the near future. So we better really be prepared.

The best preparation is to have a new expectancy from our HDAs - that they do what they used to do. We have refined Dianetic techniques of recent years. Now let's go for broke and teach and use them in conjunction with MDs and demand results from our HDAs comparable to those of 1950/1954. Man we used to do miracles with a much less refined Dianetics.

It is a whole strata of technology. We let it drop out and neglected it.

Let's rehab it by making something of the Dianetics course!

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:jk:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 8 INT

14 March 1969

BIRTHDAY THANK YOU

I want to express my deep appreciation and gratitude for all the presents, cards and telexes from orgs and Scientologists over the world.

All these beautiful good wishes warmed my heart.

They were a dozen times the volume in years past.

I take this as a thank you for my own hard work and a validation that what I am trying to do on my post is appreciated.

It has been a grueling rough year for me. It culminated in two great wins - the FDA suit appeal that we won and the Victoria State official refusal to enforce their "ban" despite its being passed by their Parliament and their return to us of all our meters and materials.

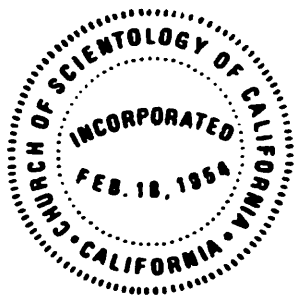
The war, of course, goes on. But due to the splendid support loyalty and initiative of orgs and Scientologists it is obvious that, if we keep working at it hard, we will ultimately and unquestionably win.

I took these birthday greetings as a validation. I also took them as they were sent - the warm and enduring love between friends.

Thank you,

Ron

L. RON HUBBARD
FOUNDER



LRH:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 7 INT

4 April 1969

SEA ORG

PUBLIC COMMITTEES

Each Executive Council of Scn Orgs is to appoint from the Scn public a 5 person Public Committee with a chairman and secretary.

This committee, by actual interviews with Scientologists and public is to study and make recommendations on the following for the Org's particular area of the world:

- 1) Improvement of the Scientology image
 - (a) For the public
 - (b) For protection from any government attacks.
- 2) Listing but not contacting local minority groups, social organizations and civic (non-governmental) groups with whom Scientology groups may become allied in defense and in revitalizing the society.
- 3) Listing after due examination what general customs or social actions are most highly revered in the local area.
- 4) Listing after due examination what general customs or social activities are most thoroughly detested in the local area.

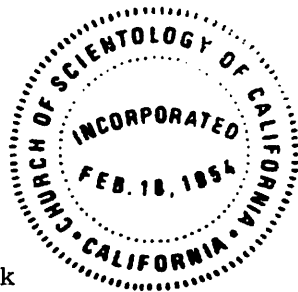
The Public Committee is not required to recommend or express opinion or criticism of the local Scientology organization as these organizations have been under heavy stresses, are good people and have done a splendid job in the face of fantastic odds.

The findings and recommendations of the Public Committee should be forwarded to the Executive Council WW who will forward Xerox copies to me.

This action is being undertaken to help plan the next stage of Scientology advance. The research is complete, the enemy is being held at bay or is in retreat in many areas.

This is the logical time to obtain data to bring good reality into planning.

Any and all work of the Committee will be greatly appreciated.



Best,

RON

L. RON HUBBARD
FOUNDER

LRH:jk:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 7 INT

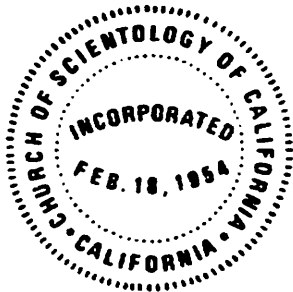
16 March 1969

CLOSING OR COMBINING ORGS

CLOSING OR COMBINING ORGS WITH THEIR FOUNDATIONS IS UNLAWFUL AND IS AN ACT OF HIGH TREASON. PLANNING FOR THE OPENING OF NEW ORGS IS THE DUTY OF EACH OES. ALL SUCH PLANNING MUST INCLUDE THE PRIMARY TARGET OF HAVING AND TRAINING STAFF.

16032 RED

L. RON HUBBARD
FOUNDER



LRH:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 5 INT

9 March 1969

INJUSTICES

As you will see by HCO Pol Ltr 24 Feb 69, JUSTICE we know that False Reports are the main cause of injustice.

They are also the cause of down stats.

False reports about staff members that bring about discipline of another are heavily actionable.

Although the Sea Org is not now sending out many org investigatory missions, when it does they will be operating only to put in HCO Pol Ltr of 24 Feb 69 and get the false reports out of the area and find the inventor of them.

This should greatly help any area to recover. But there is no real reason the area itself can't do it.

Injustice is a hot button. We ourselves in Scientology are subjected to duress only by false reports coming from very aberrated vested interests who are terrified we will steal their shakey monopoly on the insane.

We see that society reeks with false reports. Knowing what lies are printed about us, we can only assume that the adjacent columns are equally false.

Aberration is derived from false data.

Therefore false reports can almost spin an organization in.

19 years ago we did a lot of work trying to run "group engrams". All this time later (for us) we have the answers. They are 3rd Party Actions and False Reports. These cause a group to go downtone and downstat.

These also are the basic cause of war.

They must also be a basic cause in insanity.

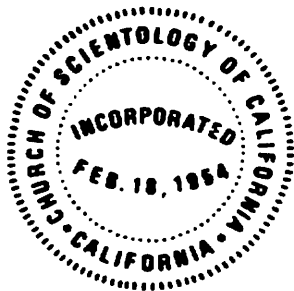
An org would recover from any slump if it carefully isolated within its group any and all false reports on one another and got HCO Pol Ltr 24 Feb 69 fully followed.

This is another road to truth.

Best,

Ron

L. RON HUBBARD
FOUNDER



LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 4 INT

22 February 1969

REFER ALSO LRH ED 3 INT

APPLIES TO GUARDIAN'S OFFICE

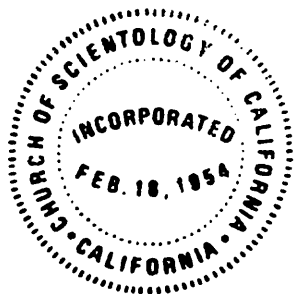
MAJOR TARGET: To secure the alliance and cooperation of and train medical doctors.

PRIMARY:

1. Use same personnel and set up as psychiatric project.
2. Obtain lists of purely general practitioner Medical Doctors in your area.

OPERATING TARGETS:

1. Send each G.P. M.D. a copy of the attached text folder.
2. See that any replies get onto org lines for routine handling.
3. See that PES and PRO remain knowledgeable as to this programme and its results.
4. Be sure PES sends any speakers required under the "seminar" point in literature and that PES keeps a high standard in the PE Course.



L. RON HUBBARD
FOUNDER

LRH:bw:gal

HUBBARD SCIENTOLOGY ORGANISATION

Dear Doctor:

As you may have read in the UK magazine "G.P." 3 Jan. 69, there is new medical interest in DIANETICS as a means of treating psychosomatic ills. The words means "through, Mind".

The body of information contained in DIANETICS is of course available to all general practitioners.

Our organisations have never entered the field of physical healing out of respect for the medical doctor whose proper province it is.

Authoritative figures show that the general practitioner handles some 28% of the mentally ill quite in addition to the physical aspects of psychosomatic medicine. This is another field we have not entered.

However, the technology of DIANETICS on actual research testing shows results (by standard tests and X-rays) in a large percentage of cases. There have been hundreds of cases in these series so the matter ceased to be experimental some years ago.

All of our technical information in DIANETICS is available to the "G.P.".

We would be very happy to cooperate and assist in the use of this information as follows.

Seminars

1. We can supply trained speakers to any seminar which general practitioners would themselves care to organize.

Free Courses

2. Medical practitioners are welcome to attend free evening courses covering the basics.

Discounts

3. We will extend a 50% professional discount for any services to general practitioners for themselves.

There may be other services we can render of which you could possibly apprise us.

We do not accept the sick for processing unless directed by a medical doctor. The insane are difficult to handle without sanitarium facilities but under special arrangements the organization can send technically trained persons to one in special cases.

The primary point we are making is that this body of technical information is professionally open to study and use.

The discipline of administration, to achieve results, is very precise and requires specialized training.

Our main activity is of course Scientology which concentrates upon the betterment of normal awareness, intelligence, communication and so on. It is fundamentally an applied religious philosophy.

DIANETICS on the other hand was designed as physical betterment utilizing some new discoveries concerning the mind.

Both subjects have a similar ethical discipline.

DIANETICS is at its best dealing with bizarre aches and pains, hypochondria and other matters which are a cross to bear to the general practitioner.

The medical doctor has not been generally aware that far from offering him any economic or professional threat, we have been at some pains to direct the physically ill to him and maintain from our point of view a calm public front in the field of healing.

The only point which distresses us is the use of shock and surgery on the insane since it retards their recovery and gives us problems where they by-pass our usual guards and we find ourselves with someone who might have been easy to help but who now, through the brutality he has experienced, gives us new problems.

We have never had any quarrel with the medical doctor or physical healing.

It would be a shame for the body of technology called DIANETICS to be neglected.

DIANETICS and our organisations are entirely at the disposal of the general practitioner or bona fide medical doctor.

There is ample precedent for medical doctors sending patients to a Church or a minister. Our ministers are professionally trained and also supervised by senior consultants.

We and our facilities are at your service. Whether you utilize us or not we wish you to know that.

- - - - -

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 3 INT

20 February 1969

APPLIES TO GUARDIAN'S OFFICE

MAJOR TARGET: To assimilate and utilize the individual members of psychiatric organizations and to inhibit the personal economic and professional destruction of individual practitioners in the field of mental healing.

INFORMATION - It is largely the psychiatric front organizations which attack Scientology and make the big money from government handouts. It is not the individual practitioner.

WARNING: This in no way modifies our stand or policy or attack upon brutalities, inhuman treatment and the planned social degradation campaigns of psychiatric and psychological front organisations.

PRIMARY TARGET:

1. Appoint one specific person to execute fully this programme, with the title Deputy Chaplain (for the programming only).
2. Provide the person with the FP for stationery, stamps typing.
3. Print up cheaply in a 3 fold sheet the attached mailer.
4. Obtain phone books of your area or mailing lists of psychiatrists from other sources.
5. Include interview and answering actions in the above on any responses.
6. Advise PES and PRO so that proper responses can be made.

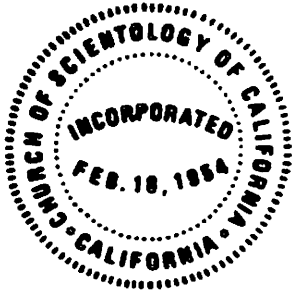
OPERATING TARGET:

1. Look up in phone books or elsewhere any and all psychiatrists psychologists in what you may consider your area.
2. Write the attached letter to psychiatrists on Church of Scn stationery.
3. Write the attached letter to psychologists on the attached stationery.
4. Send any answers to the Ltr Registrar with copies of this programme and the letters and pamphlets so that a psychiatric file can be made up and handled thereafter on regular C/F lines to procure as pcs or students.
5. To see that the letter reg does continue to handle and if not to resume control and get them registered.

* * * * *

ENCLOSURES:

1. Sample Ltr to Psychiatrist
2. Folder Text to Psychiatrist.



L. RON HUBBARD
FOUNDER

LRH:ldm:bk

LTR TO PSYCHIATRIST

HUBBARD SCIENTOLOGY ORGANISATION

Dr. _____

Dear Dr. _____

We are sure you will be interested in the attached
folder concerning psychiatrists.

It is sent to you in all courtesy.

Sincerely,

D/Chaplain

FOLDER TO PSYCHIATRISTS

HUBBARD SCIENTOLOGY ORGANISATIONS

Dear Doctor:

Scientology has no wish whatever to drive the individual psychiatrist from personal practice or injure him economically.

A score of years ago, a situation developed in which the psychiatric front organisations refused to accept or help with research on a breakthrough in the humanities and drove further research and practice out into the public.

There is no reason why this grave oversight on the part of large front groups should recoil on the individual psychiatric practitioner.

Scientology has survived the attacks inspired by these groups. It has come of age. Two decades of steady research have placed Scientology organisations in the position of a near but unwanted monopoly on results in mental healing.

Hubbard's first class was composed of the leading psychiatrists of Washington, DC, and they used what he taught them to great profit and advance of cases until a Dr. Oberholtzer, a key figure in psychiatric front groups and head of St. Elizabeth's Hospital, who had no knowledge of the subject, furiously forbade their use of it as "heretic."

Since that time Scientology organisations developed millions of members over the world, all in the face of this unreasonable prejudice by psychiatric front groups.

To attempt to restrain knowledge and prevent the use of new data is hardly in the spirit of our times.

But all this is neither here nor there. The fact remains that Scientology organisations are decent and responsible and they obtain results far in advance of older schools.

We have no faintest wish to exclude the individual practitioner from this parade of case successes.

We do not in any way wish to victimize him simply because some front group made a mistake.

Out of courtesy, for years we stayed out of the fields of the insane and the physically ill.

Unfortunately, as Scientology grew, the many abuses in the handling of the insane came to the notice of Scientologists.

You are now getting a public outcry against them.

Thus we are taking responsibility in this field.

We only wish to help you, an individual, and we have no wish to see you carried down.

Therefore, we are making to you personally, the following offer.

You will find no real trouble handling most of your patients with Scientology. It is, like all schools, a discipline functional in its own framework and functional only when one is trained.

1. If you will take an oath not to use shock or brain surgery on any of your patients hereafter;
2. If you will take an oath not to mix Scientology with older practices;
3. If you will promise to following the Auditor's Code scrupulously;
4. We will grant you a 50% professional discount on all services;
5. Process your own case successfully up to what we call a Grade IV Release;
6. Train you up to a Class IV auditor status and award you a proper qualifying certificate;
7. Defend you personally during training and auditing and publicly in any time of outcry against psychiatry.

Please believe us when we assure you that we are very sincere in this.

We see no reason why you personally and all your original purposes should be thrown away just because some front group saw fit to try to throw away an important development two decades ago.

The crowd is overwhelmingly on our side, public opinion is overwhelmingly against older practices. Results are obtainable predictably for the first time.

This is a sincere effort to reunite the field of mental healing, so badly split up by some misguided people.

We have no wish that you should suffer.

Hubbard Scientology Organisation

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 2 INT

20 January 1969

BPI - Auditor

ATTESTATION REINSTATED

ATTESTATION OF ALL CLASSES (EXCEPT VIII) AND GRADES IS REESTABLISHED.

ED 29 WW 16 SH 1 EU 1 US which cancelled attestation on SHSBC and any ED cancelling attestation is revoked.

HCO Pol Ltr 14 March 68 FAST FLOW and HCO Pol Ltr 29 Mar 65, Issue II, HCO Pol Ltrs 6 Feb 68 and 7 Feb 68 and HCO Pol Ltr 24 Feb 68 are returned to force in all courses, Academies, and SHSBC (but not Class VIII).

A programme which placed Class VIIIs in every org to safeguard tech has now been completed and Class VIIIs are graduating regularly from Advanced Orgs. This will keep tech in and effective.

A few auditing errors which came out of FAST FLOW made it necessary to safeguard tech application. This has now been done fully and completely.

FAST FLOW means the student attests his theory or practical class when he believes he has covered the materials and can do it. There is no examination.

The student's own attestation is accepted and he is certified.

If he has made a false attestation it shows up in his auditing.

However, he will not now be ordered to retrain if he errs in his auditing. He will be fined as an Ethics matter. The fine will be proportionate to the cost of the auditing done incorrectly.

This is effective at once.

HCO Pol Ltr 14 Mar 68 must be gotten in in Qual Divisions over the world.

With SO VIIIs on the job over the world tech will be safeguarded. With the Class VIII Course now being given in Advanced Orgs, any defects can be remedied.

Only about 8% of those trained made it slow for the 92%.

Thus the speed of training is now fully up to the student.

It has also been found that examinations serve as invalidation and that only invalidation knocks an auditor off his stride.

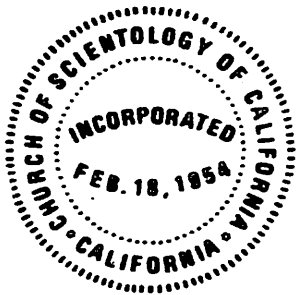
I am sorry for any inconvenience or slow this temporary suspension of Fast Flow may have brought about. The first release of the new non-examination system was a test. It was withdrawn and any holes in it patched up.

Fast Flow on training as well as auditing is now fully and permanently released. It was not suspended on grades or auditing. It is now restored to training.

Class VIII was a great breakthrough in auditing. It pushed results to 100%. With Class VIIIs around the simplicity and directness of auditing is in full view and results will be higher than ever before.

Love,

LRH



L. RON HUBBARD
FOUNDER

LRH:ldm:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 1 INT

9 February 1969

ORGANIZATIONAL INTENTION

To clarify the functions and purposes of Scn organizations, this was the original intention:

WORLDWIDE was to provide Supreme Control over Scn and orgs over the world.

CONTINENTAL ORGS under the guidance of WW took FULL RESPONSIBILITY for their Continental Areas.

CENTRAL ORGS under the guidance of Continental took FULL RESPONSIBILITY for their zones.

Area Orgs took full responsibility for their own Areas.

WW founded new continental orgs.

Continental Orgs founded Central Orgs.

Central Orgs founded Area Orgs.

Area Orgs founded Franchise Centres.

This was the original pattern of intention.

In actual practice it works out that WW, Continental and Area Orgs all had to be alert to forming Franchises and new orgs below them.

To this is now added Gung Ho Groups and Scn Groups have been reinstated.

FSMs fan out in many directions.

The only outness at current writing seems to be a failure of Area and Central Orgs to select (for commission) up to a higher org.

SEA ORG

The Advent of the Sea Org did not unsettle this in any way. The SO runs Advanced Orgs. It provides publicity etc. to feed people in at the bottom in actual orgs and eventually gets them out the top at the AOs.

The SO naturally has considerable authority. But actually it is not really the senior org to WW. It just puts WW right if and when it slips like a business efficiency service.

The SO therefore is not there to give WW orders. It is there as an outside floating force, giving aid, publicising and pushing up good will (which is its current function).

The SO has a lot of action defending Scn but actually the Guardian's Office and A/G offices over the world are the real front line in Scn defense.

The SO tries very hard not to put orgs in Danger Condition by by-pass and leans over backwards to put the lines into the hands of org ECs and especially WW.

The trend is more and more authority and autonomy for WW and other orgs. We actually lose a bit each time a senior org is called in by a junior and each time the SO has to make a beachhead.

Hard as it is, we are actually working toward more and more initiative and independence of action by every EC. That is the only way to grow strong and survive.

Orgs are now coordinating well. The pattern is working as outlined above.

No change of structure is envisioned that I know anything about. We have evolved a winning pattern. The only neat up has been the formation of 3 public divisions and their smooth out. But the overall org to org relationship has not changed. Franchises are growing swiftly. We are expanding.

We need mainly to increase our public reach, ally ourselves with other groups and make ourselves known to the better elements of the Community and state.

Our org pattern of relationship org to org is not likely to change.

L. RON HUBBARD
FOUNDER



LRH:ldm:bk

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 13R EU

22 July 1974

Revised

15 September 1976

220702R FLEU LRH ED 13 EU TO: ALL STAFFS, TREAS SECS, A/GFs
FROM: RON SUBJECT: STAFF PAY REF: P/L 15 DEC 66, P/L
21 JUL 66.

HEREAFTER:

1. NO SCN ORG STAFF MEMBER MAY GO UNPAID.
2. A MINIMUM OF 30% OF CGI MUST GO TO STAFF PAY.
3. DELETED.
4. THE PAY SCALE OF BPL 14 JULY 75R-1 (RE-REVISED 18 AUG 76)
IS TO BE PUT IN. A/G PAY IS EXCEPTED OR PER DGF WW.
5. ANY DISPUTES OR ADJUSTMENTS TO BE SETTLED BY AGF
CONTINENTAL EU.
6. THIS SYSTEM AND ORDER APPLIES ONLY TO FULLY CONTRACTED
STAFF.
7. PERSONS MOONLIGHTING IN ANY WAY THAT INFLUENCES THEIR
ORG PRODUCTION HOURS ARE NOT ELIGIBLE.
8. IT IS A COMM EV OFFENSE TO NOT COMPLY WITH THE PROVISIONS
OF THIS ED.
9. IT IS A COMM EV OFFENSE TO PAY HIGH SELECTIVE UNITS OR TO
GIVE OUTSIDE AUDITORS HIGH PAY SO THAT STAFF IS BEGGARED.
10. BONUSES ARE TO BE PAID PER BPL 14 JULY 75R-1 RE-REVISED
18 AUG 76 "PROPORTIONATE PAY PLAN 1976". DESPITE ITS
PILOT STATUS THIS BPL HAS THE FULL FORCE OF POLICY IN
EU.



RON

L. RON HUBBARD
FOUNDER

LRH:nt:iw

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 12 EU

22 July 1974

220701R FLEU A/G EU LRH ED 12 EU ATTN:
LRH COMM, FREU, C/O, PGMS CHIEFS, ALL
STAFF FROM: RON REF: LRH ED 236 INT
TGT 10.

AS BLS JUST NOW UNDER TAPE TRANSLATION
TGT 10 236 INT IS MODIFIED FOR EU TO TAKE
EFFECT SIX WEEKS AFTER RECEIPT BLS TAPES
AND TAPED BASIC STUDY MANUAL.
LOVE = RON.

L. RON HUBBARD
FOUNDER

LRH:nt:iw



L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 11 EU

20 July 1974

To: C/Os, EDs
TECH SECS
Ds OF T
COURSE SUPERVISORS

PGM for Activation by
LRH Comm EU and EU Org
LRH Comms.

From: RON

Subject: THE TECH OF STUDY

Ref: BASIC STUDY MANUAL

A wider dissemination and use of correct tech depends largely upon the Technology of Study.

This material exists in a condensed and simple form for use by students in universities and on our own basic courses.

Staff hatting is very hard to do unless the Tech of Study is known.

Lower courses are hard to get through unless the student knows how to study - students never did before Study Tech was developed.

The Tech of Study is new and is part of the Tech of Scientology.

It is vital that it is known by staffs and students.

Therefore this program for Europe is laid down:

1. Pubs DK Translations Unit is to put the Basic Study Manual (including the checksheets in the book) on small reels of tape of good clear quality in flawless German, Danish, Swedish, French and Dutch.

TU CHIEF. _____

2. At least a dozen of the Basic Study Manual Tapes to be shipped to each org in the language of that org.

TU CHIEF. _____

3. The LRH Comm of the Org is at once to put the whole staff part time out of production hours through this short course using the tape and checksheet on it.

LRH COMM ORG. _____

4. Any low points Tech Course Students or any Admin Course Students are to be put through the Short Basic Study Course (it is assumed that Tech Students of higher courses will do the full Student Hat Tapes, this is in addition).

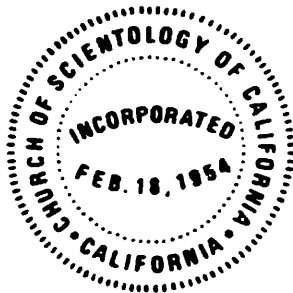
TECH SEC. _____

5. Any very slow student is to be made to read aloud so his hesitations or omissions will detect misunderstandings so they can be detected and defined. Then they are put through the Basic Study Manual fully.

TECH SEC. _____

6. Signify completion of this LRH ED to LRH Comm EU.

ORG LRH COMM. _____



L. RON HUBBARD
FOUNDER

LRH:nt:gal/dr

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 10 EU

19 July 1974

To: C/Os, EDs and All
Staffs Europe

From: RON

Subject: LANGUAGE BARRIERS

Refs: LRH ED 5 EU, 4 Nov 71
TAPE TRAINING PLAN

HCO Admin Letter of 6 Feb 74
TRANSLATIONS ISSUES CHECKLIST

Board Policy Letter 15 January 74
Issue II TRANSLATOR HAT CHECKSHEET

Millions of people in all countries that speak English agree that Scientology is THE new way of life and that Scientology works.

This is because those millions can read the books of Scientology, study the tech and admin courses and receive the benefits of fully trained Auditors.

In the early days of Dianetics and Scientology, when not much written material existed and all the tech and admin was not yet there, orgs and Scientologists had troubles not unlike those they have had in Europe.

The difference today is that ALL the books, tech and admin are available to English speaking countries, but only a tiny fraction of these are available to countries that do not speak English.

Thus European Orgs have troubles like those of the very early days in other countries. The interest of staff members and Scientologists in the subject is not understood by the public. Auditors in orgs only train up to Class Zero. Bilingual Auditors are few.

So here is a whole mountain of tech and knowledge that has not yet wholly found its way into Europe. It could not, despite the efforts of European Scientologists to translate bits of it.

Thus European Orgs and public are being denied know-how that would change their whole lives for the better.

This was all solved some years ago by a plan of translating basic books into each language for public interest and putting all the Academy and Admin (student and staff) materials on recording tape.

Every org must stock, put in bookstores and sell these translated books.

Every Class IV org needs many sets of all tape materials up to Class IV being used in its Academies to make good Auditors.

Every org needs all admin materials in tape form for staff and public admin courses.

THESE are the knowledge you need and want.

With this knowledge available in your Academies and to your staff you can expand easily.

The above referenced checklist materials tell all about tape.

The following books are available to orgs so they can sell them and get them into local bookstores.

Danish:

Basic Scientology Picture Book
 Evolution of a Science - hardback
 Fundamentals of Thought - hardback
 Problems of Work - hardback
 What Are People For - (booklet for dissemination)
 20th Century Religion - (the GO book) - hardback
 Abridged Dictionary

Dutch:

Evolution of a Science - hardback
 Axioms and Logics

German:

Dianetic Picture Book
 Scientology Picture Book
 Evolution of a Science - hardback
 Fundamentals of Thought - hardback
 Problems of Work - hardback

Swedish:

Scientology Picture Book
 Evolution of a Science - hardback
 DMSMH - hardback
 Fundamentals of Thought - hardback
 Problems of Work - hardback
 20th Century Religion - hardback
 Abridged Dictionary

French:

Problems of Work - hardback	
Scientology Picture Book	
DMSMH - hardback	
Dianetics '55	} Issued by Paris.
Evolution of a Science	
Fundamentals of Thought	
Axioms and Logics	

ORGS MUST GET AND SELL AND PUT IN BOOKSTORES THE ABOVE BOOKS.

Long, long lists of translated and taped materials are available from Pubs DK.

The org must send for them.

And on arrival they must be put to correct use in Academies.

The language barrier is solved. Use the books and tapes.

This is your key to a booming Europe.

L. RON HUBBARD
FOUNDER



LRH:nt:ks

NOTE: LRH ED 10R EU 19 July 1974 (now cancelled as LRH did not write it) gave an updated list of translated works. Since the first issuance of this RED (10 EU) many, many more works have been translated: books, tapes, cassettes, courses and films. A catalog of translated works is available from New Era Publications, Denmark for your use.

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 9 EU

17 July 1974

To: All EU Sen and SO Staff
EU PCs and Students

From: RON

Subject: PTS HANDLING

References: HCO P/L 31 May 71 PTS AND SP DETECTION,
Issue IV ROUTING AND HANDLING
CHECKSHEET
HCO B 10 Aug 73 PTS HANDLING
HCO P/L 5 Apr 72 PTS TYPE A HANDLING
Issue I

Several instances have come to my attention lately where staff members have been routed off staff because they were "PTS".

It is almost never necessary to route anyone off staff because they are PTS. It is too easy to handle. HCO P/L 5 April 1972 Issue I "PTS TYPE A HANDLING" gives data on this. HCOB 10 Aug 73 "PTS HANDLING" is the usual procedure.

Bad listing and wrong items can mess up a person. When a person doesn't recover from "PTS handling" one has a wrong item. It is easily checked on a meter. "Was it a wrong person that was indicated?" Or do an L4B to correct wrong lists.

One should not audit a PTS person on other things than being PTS. One does NOT HAVE TO put the person off auditing. It is just something that is there to be handled.

Therefore ANY STAFF MEMBER MOVED OFF STAFF "FOR BEING PTS" IS RESTORED TO STAFF.

ANY PC OR STUDENT THAT HAS BEEN SUSPENDED FROM AUDITING "FOR BEING AN ETHICS CASE" OR "BEING PTS" IS RESTORED TO AUDITING AND THE PRACTICE IS FORBIDDEN.

PUBLIC

I have just ordered that "Fundamentals of Thought" be translated into every European language and published quickly.

People who are "anti-Scientology" usually know nothing about it. If a basic book in their own language is given to parents or husbands or associates by the Scientologist they are invalidating, some understanding can result.

Any press attack on Scientology or its orgs contained nothing but falsehoods. These are under heavy suit and the suits one after another are being won.

The attacks were generated by psychiatry because it sees its existence threatened. Psychiatry was the scourge of Europe, an extension of the Middle Ages. Psychiatry murdered over six and a half million people to help Hitler. How many Europeans they damage or kill a year is their close kept crime. Thus they attack anyone who seeks to help others and do so through their more unsavory connections.

Thus a certain number of parents or friends are exposed to this barrage of lies. They invalidate the Scientologist and he may or may not become PTS to them.

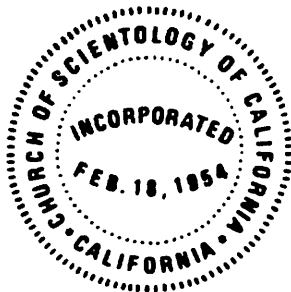
PTS means "Potential Trouble Source".

We are cleaning up psychiatry - they are losing every battle. We are the winning side.

PTSness is easy to handle.

And anyway, why be PTS to losers?

When you can be a winner? With Scientology.



L. RON HUBBARD
FOUNDER

LRH:nt:gal

NOTE: Many different basic books in Danish, Dutch, German, Swedish and French are available to every org and individual from Pubs DK.

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 5 EU

4 November 1971

To: All EDs & C/Os Europe.
All Staffs EU

URGENT FOR EUROPE

TAPE TRAINING PLAN

(Overall Coordination CS-2)

SITUATION: Due to language differences there is a problem in getting proper dissemination and good tech into European orgs. Until this happens they will not be fully viable.

WHY: The cost and time involved in printing all materials in each language is beyond the finances of Europe at this time.

HANDLING: Translating all books and materials onto magnetic recording tape for use as magnetic recording tape training materials.

A Translations Unit was founded and materials are being translated onto tape.

Pubs Org DK is making Production Masters and making tape copies for sale to EU orgs.

All the above is underway and in operation.

SITUATION: Some EU orgs using the course and admin materials to play to raw public and upsetting the public.

WHY: Improper and inadequate groove in on how to use tapes for study.

HANDLING:

1. Training and Services to do a full rundown on how to use tape machines with earphones and footpedals Method 3 and Method 2 Word Clearing, very simple and explicit.

TR & SERV _____

2. Training & Services to do a rundown on what course materials are and how they are used on courses sold to public.

TR & SERV _____

3. Training & Services to do a rundown on what Admin and Hat materials are and how they are used to train staff.

TR & SERV _____

4. Each of the above three items to be written-translated into each language of the Tapes and typed for photo stencil copy and mimeo.

TU TRANSLATORS _____

5. Materials as in 4 to be mimeoed off and made available in quantity to EULO and each EU Org of that language.

FLAG BUREAU MIMEO _____

6. Pubs Org to place a label on each tape box headed "IMPORTANT - Not to be played to the public. Not to be transcribed in written form. These are your valuable course and Admin materials so you can give courses and train staff. These tapes are used on tape players with earphone and footpedal by the enrolled student in the org or by staff." In the language of the tape.

Labels translated by Translations Unit. _____

Labels printed Pubs Org. _____

7. A Tape Sales and Usage Officer to be appointed by SO PCO and put on post in Pubs Org who can groove in orgs on tape use and sell tapes to orgs.

SO PCO _____

SITUATION: Checksheets of courses do not carry tape numbers and so may confuse students who then think they have to have bulletins not tapes.

WHY: No Special Tape Course Checksheets done.

HANDLING:

8. Tr & Serv to do EU tape checksheets conversion for Tech and Admin for EU.

TR & SERV _____

SITUATION: Tape recording and playing equipment relatively unknown in EU orgs.

WHY: Insufficient information given.

HANDLING:

9. Pubs DK to locate an inexpensive tape player model that has footpedal and earphone (more than one pair needed for WC 2) that also, preferably will rewind on the footpedal and will play but not record. Speeds 3 3/4 inches and 1 7/8 inches. To contact the manufacturer, make distributor arrangements to orgs EU and world and get them into orgs. Also with an instruction book in each org's language.

CO PUBS DK _____

SITUATION: Too many reels of tape needed for a given body of data.

WHY: Too thick tape and too fast tape speed.

HANDLING:

10. Originals to be done at $7\frac{1}{2}$ inches per second on tape $1\frac{1}{2}$ mil thick tape. Production Masters to be done $7\frac{1}{2}$ inches per second on $1\frac{1}{2}$ mil thick tape. Copies to be done on $\frac{1}{2}$ mil mylar $1\frac{7}{8}$ inches per second.

TRANSLATIONS UNIT,
FLAG AUDIO,
PUBS AUDIO UNIT _____

SITUATION: No one really trained in EU to teach by tape.

WHY: Insufficient importance given to project.

HANDLING: Cope meanwhile.

11. Set up a tape cramming course on Athena under a fully genned in Pubs representative with all equipment available and gen in Supervisors called in briefly from orgs.

C/O EULO,
PUBS DK,
C/O ATHENA _____

SITUATION: Tapes not always being paid for.

WHY: Tapes not being used to give sold Courses, train staff and train auditors to audit pcs so orgs can make money. If the data isn't available in the language the org won't be able to deliver and make money. Without the data they cannot deliver the service.

HANDLING:

12. C/O EULO to give this plan the attention needed and coordinate it and get it in rapidly.

C/O EULO _____

SITUATION: Not enough auditors being turned out fast enough to deliver.

WHY: Tape project not in.

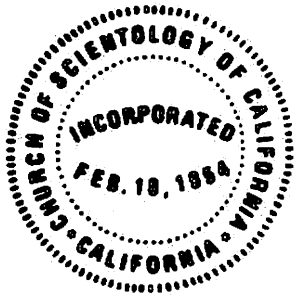
HANDLING:

13. AOSH DK to use tapes as per this plan. To be set up to give an excellent example on use of tapes in their training and speed up auditor training.

C/O AOSH DK _____

14. All heads of EU orgs to be fully aware of this plan and working to get it in.

CS-7



L. RON HUBBARD
FOUNDER

LRH:nt:dr:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 3 EUROPE

6 May 1970

To: All staff
European Orgs

From: Ron

Subject: COMMENDATION OF Central Org Europe at Copenhagen.

The Central Org Executives and Staff are highly commended for their excellent statistics and work.

The principle cause they assign for their growing condition is following out the LRH No. 1 Programs.

They also dropped their PE and use testing and testing ads and an HAS Course to start people.

All the staff was checked out on the No. 1 Programs.

All the staff is trained in tech and have gone on with their OEC.

The progress of this org shows what hard work and knowing the org data can do.

This success shows the brilliant future which every org can have in Europe.



L. RON HUBBARD
FOUNDER

LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 1 EU 7 WW

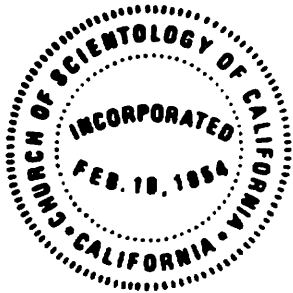
7 April 1969

SEA ORG

EU CONDITIONS. NO CONDITIONS LOWER THAN NON EX MAY BE
ASSIGNED IN EU AREA WITHOUT COMM EV AND SO APPROVAL OF
FINDINGS. ASSIGNMENT OF TREASON IN GHENT CANCELLED AS
ILLEGAL AS GHENT NOT UNDER DK. BEST=RON

06042 RED

L. RON HUBBARD
Founder



L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 34 WW 11 SH

18 July 1970

To: All Staff at WW and SH

From: Ron

Subject: LRH PRO SURVEY

Reference: Recent visit to area of LRH PRO.

I wish to thank you very much for your answer to the Programme survey.

Your data is of considerable interest and is of great use in formulating the steps necessary to achieve the Programme for SH and WW.

Centralization of higher level activities is now in progress.

Two programmes to handle the Tech situation and to obtain auditing for WW and SH Staff are now in formulation and I will be writing them up and sending them through shortly. These situations became very plain in the survey and I have added No. 18 Tech Quality and No. 19 Staff Cases to the Outline.

The items on this programme outline are not listed in order of importance.

No. 7, establishing better SO cooperation and ironing out has already occurred for the area and so the programmes have in fact already begun and at least one item can be marked "done".

No. 20 will also have to be added as "staff pay".

No. 17, Reestablishing SH as the World's Premier Org should have two parts, No. 17 (a) being "To reestablish SH as a functioning Dianetics and Scientology Org producing full services as a Class VI Org" and 17 (b) "Reestablishing SH as world's premier Org".

No. 21 will also have to be added as "Providing SH with the packs, tapes and materials to teach all courses".

No. 22 will be "Improve SH and WW staff morale". It is peculiar that only this one area over the world has anything wrong with its general morale. But this would not be unusual in view of its loss of its tech. The morale factor was visible in your Thursday reports which was why I sent my LRH PRO to you.

Her visit seems to have improved things on this point.

I intend of course to push the outlined programme on through. No ethics actions are contemplated from here. On the contrary full protection for those with high stats will be followed rigorously.

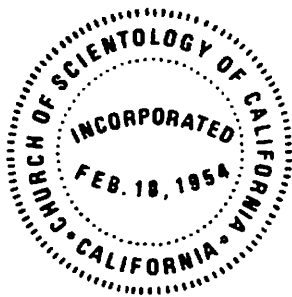
It shouldn't take too long to reestablish SH as a fully functioning Org No. 17 (a).

So I do appreciate your answers and I wish to thank those who have stuck by their posts come whatever.

It will get better now.

Love,

Ron



L. RON HUBBARD
FOUNDER

LRH:rr:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 33 WW 11 SH

9 July 1970

To: All Staff

From: Ron

Subject: SO Actions

To bring about a better working relationship between WW and the Scientology org network and the Sea Org, we are returning the center of the SO in UK to its original home at Saint Hill.

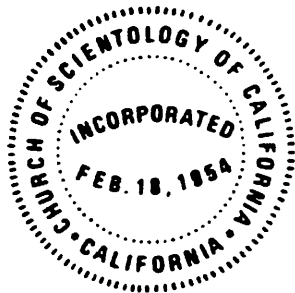
There are many plans afoot for the UK. You will like them for you have been personally consulted about them and they are based on your own requests and requirements.

A much closer contact is needed between WW and the SO so that minor matters can be worked out amicably.

There have been discussions of bypass and this needs correction by closer liaison.

There is no wish to unstabilize either WW or SH.

So give them a welcome.



L. RON HUBBARD
FOUNDER

LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 32 WW 10 SH

12 June 1970

To: All Staff

From: Ron

Subject: FUTURE PLANNING

Reference: Auditing Sales and Delivery Pgm No. 1
Series of EDs.

I have been studying the UK scene very hard and have located several things that could be remedied.

Staff pay and general WW and SH well being are a concern to me.

The Auditing Sales and Delivery Pgm No. 1 and a more standard price list should make a difference. That people can now enroll directly on the SHSBC from HDC and can have their Academy fees credited will revive the SHSBC IF a very smart course is conducted.

Getting back any blown students with 2 way comm and using 2 way comm on the course to handle slows should get you going.

If all old UK Academy students are contacted you should have quite an inflow.

If you push getting students heavily you will be far more solvent.

By combining certain functions and making some org pattern changes you may be able to make pay better. This is being studied.

At higher levels I have recently been able to speed up completions at higher benefit levels. And Lower Levels are now coming back into their own. All the data you are now teaching on the SHSBC is very valid. It is not "old" or "background" or "not used".

The future does not depend upon "lifting the ban" or "the inquiry". I am advised by reliable government sources that they will do nothing to Scientology whichever side gets in.

I carried this burden of threat for 20 years mostly alone and said little. Now I'm getting lots of help. Inquiries, bans, bunk. It only proves it's a crazy world and needs you. You and you alone govern the future of your success with GDSes! All you have to do is keep those up. They went down because you lost the subject. So get it back and sail along.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:dz:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 31 WW 15 UK

1 June 1970

To: All Staff

From: Ron

Subject: CONFLICTS OF ORDERS

ANY order or ED or PL is cancelled issued by EC WW EC UK ANZO or any UK EC if contrary to the UK Price List ED WW UK or the SO ED UK Academy Prices or the SHSBC Special Offer.

A major reason for stat decline is the price confusions instigated in the last two years. Another is failure to deliver Grades on pc's attestation to Ability Attained Column '68 Classification Chart or to run all the processes for the grade as given in the "Trained In" Column of that chart, the major process of the grade being run last.

Any conflict of orders is resolved by referral to my recent EDs and PLs which are based on a six months' intensive study of the UK scene greatly assisted by Thursday Reports as well as other observation.

Dianetics should continue to be pushed heavily while we reactivate org uses of Scientology and make Scientology auditors.



L. RON HUBBARD
FOUNDER

LRH:dz:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 29 WW 13 UK

27 April 1970

To: All staff
UK Orgs
AOUK
UK Stn Ship

From: Ron

Subject: RECENT SO ORG AUDITING MISSION

I wish to thank you for the flood of appreciation in your Thursday Reports and on SO No. 1 lines regarding the Intensive I ordered SO Missionaires from the UK Station Ship, Linda Parselle, Judy Fuller and Murray Chopping to give you.

This was essentially a present from me to you and I'm very glad you liked it.

In doing the process on FSMs remember that they have to have finished any review cycle, should have had their Dn Triples, Scn Triples and Power to get the most benefit and you should tell them so. Then you can give them the process as a present in your turn.

It's okay if you sell it to the public as an Intensive providing you set them up for it as noted above. My main thought was giving you a hand.

I think you are doing great. All you have to solve is getting more public to reach for the org and get the particles of the reach into your files, persuade more reach and then there comes the flood.

Glad you were happy about it.

Love,

Ron



L. RON HUBBARD
FOUNDER

LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 28 WW 12 UK

21 April 1970

To: All Staff

From: Ron

Subject: BOOM UK

Reference: Thursday Reports

Thank you for all your excellent Thursday Reports.

Would you do me a favor in your next Thursday Report and tell me:

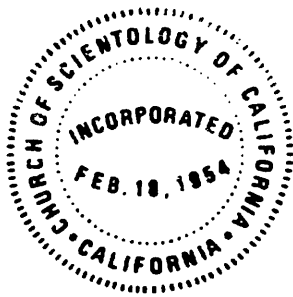
WHAT WOULD IT TAKE TO BOOM UK?

I'd like you to put down several suggestions on this so that I have enough data from you to assist in this.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 27 WW 11 UK

19 April 1970

To: All Staff

From: Ron

Subject: THANK YOU SCN UK

I was very pleased with the win you had in getting the government to take notice of and remedy any actions taken against British Scientologists.

The pluck of David Gaiman and the way you backed him up was wonderful.

If you keep up the pressure and don't relax, if you make it financially without foreign students, you can win all the way, as I see it.

In actual fact your win makes it obvious that being a British Scientologist is the safest thing to be in England! The British Scientologist will enjoy special protection.

I of course worry about you and I miss you. And I wish there was more I could do to help. I watch things carefully to see how it is going and no day passes without my giving attention to England.

I am counting on you a lot.

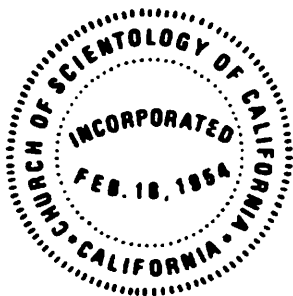
If we all do our jobs well and have a bit of luck all the bans and visa trouble will come to pass away.

I miss you and miss my home.

So keep going, keep the stats up and keep the pressure on and even this tide will turn.

Love,

Ron



L. RON HUBBARD
FOUNDER

LRH:dz:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 23 WW

2 March 1970

To: HCO ES WW (for Hat)

From: Ron

Subject: RECRUITMENT IN ORGS

Reference: LRH ED 49 INT 9 Dec 69 ORG PROG. NO. 1
 HCO P/L 1 March 70 STAFF APPLICATION FORM
 LRH ED 89 INT 1 Mar 70 RECRUIT!

Recruitment has been neglected in Scn orgs for a long while.

Although I have now finally traced the mid '68 slump to VIIIs, unauthorized and contrary to instruction invalidations of auditors and a consequent slump in auditing volume (remedied in HCO B 26 Feb 70 "Standard Tech and Invalidation") the following fact also emerges.

Almost exactly 2½ years before the '68 slump, there was a terrific heavy recruitment program that awarded Power in return for a 2½ year contract.

2½ years later you began to run out of staff in orgs but there was no push to get more. A few stayed on. A few signed 5 year contracts for higher training (and blew, some of them or didn't come home because of no notes signed).

So it all fell down to new untrained staff which we have been trying to deal with.

Franchise boomed. Well, of course. Their org contract ended and they went into Franchise.

So this means you've got to launch and maintain A HUGE ORG RECRUITING TRAINING DRIVE.

Actually, as usual, we have to do the impossible at once.

We need hundreds of auditors, scores of trained admin people.

So POLICY ON THIS FOR YOUR HAT is that we must over-recruit, make too many auditors and train train train in tech and admin.

Dear little Valerie Obin in London ages ago (1960-61?) as HCO Area Sec and I had literally reams of telex (SH to Lnd) traffic on this. She ran out of staff. I told her to put up notices in the PE Course room, on the public board and to pull auditors onto staff from courses, as I recall.

Most of our good Execs came in from being a staff auditor in the HGC.

Our free Dn Cse idea made some auditors last year but a lot were just freeloaders. The solution is to get them to sign an undated note and the 2½ year contract, the note being forfeit.

I am doing you a PL 1 March 70 Staff Application Form you can push.

Also some of these HDGs sure don't teach a fast course. One month grows into four. Right at SH, Course basics were reportedly madly out. If you speeded training you would help recruitment over the world.

This is our biggest problem. Staffs - auditors - trained people.

Love,

Ron



L. RON HUBBARD
FOUNDER

LRH:jz:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 22 WW

12 February 1970

To: EC WW
All Staff WW

Subject: ETHICS IN ORGS WW ACTIONS

Reference: HCO PL 12 Feb 70

What I want you to get solidly in is that the cycle of attention in management is

E T H I C S
T E C H
A D M I N

We have found the whole mimeo - ED - PL - HCO B network was out. I have written HCO PL 12 Feb 70 to assist getting it in.

I have your report on London. You did well.

But you omitted one thing - Ethics. Therefore, I can predict that all your actions there will "mysteriously" fade in a few weeks.

WHO in London was obstructing this line by negligence or outright willfulness. For whoever obstructs the ED PL HCO B line will also fail to make materials available and will obstruct all dissemination. It is an important indicator of the suppression of materials.

I have been saying to various people for about 5 months YOU HAVE BEEN INFILTRATED. This means people have been put in on your lines.

A whole network of orgs cannot by itself disintegrate in only a year and a half. It needs a lot of help. Foolishness and mistakes account for some of it. But OUT ETHICS is present as the big factor.

On EC UK or EC LND it required active resistance to prevent the distribution. You will find this to be the case in each point of breakdown. By locating this, you also locate why stats are down in those areas.

The DC situation just handled by OTL NY is interesting. A whole chain of SP Execs came out of Eleanor Turner (HCO ES 1960 on). They blew the engram and started to live. Turner actually turned the DC mail list over to Amprinistics! And that bunch mailed to it and ARC broke the field.

When you put Wolhuter or Wolfhunter on as PES AF he at once changed several orgs to Pub Div Orgs and crashed their stats. You see it in the graph. I knew he did something! Then I found what he did. I wondered if EC WW would catch it - new appointee, weeks of crashed stats. This was accidentally cancelled by the Dec Class of Orgs PL.

You are chiefly and mainly in the business at WW of EC personnel. Are your Ethics files adequate? Do you watch all GDS graphs?

Your first job now is to get EDs and PLs and HCO Bs into the hands of every staff member in the world.

In doing that FIND WHO DIDN'T and get him off your lines as such will not disseminate Dn or Scn either.

We are building orgs. If we leave dead heads, SPs or infiltrators in these orgs unmolested, they won't rebuild. And they must be rebuilt.

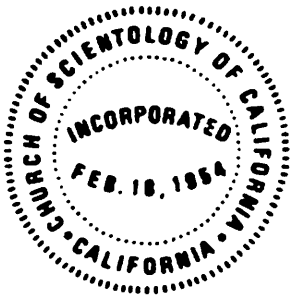
Ethics comes before Tech. Tech comes before Admin.

Get in Ethics at the top and get Tech being done in volume. Then Admin will go in, we can put in HCOs and get sailing.

You should have a program cycle for each org like this for WW action:

- 1) Ethics in at the top.
- 2) Tech in volume.
- 3) Build an HCO.
- 4) Build Public Divs.

When you accomplish (1) for that org, push (2) for that org, etc. Then, providing you are very alert on your EC appointees, the orgs will stay there with high stats.



L. RON HUBBARD
FOUNDER

LRH:jz:gal

EXECUTIVE DIRECTIVE

LRH ED 21 WW - 5 SH

20 January 1970

To All staffs WW, SH

The UK Anzo Boom Cycle

The Income and flows of the UK Anzo area is not now properly organized and needs reorganization.

When WW, 1967, was ordered to be self-supporting it had Pubs and other income.

Today WW is trying to stagger along on 10% only. Yet it must defend and promote all areas.

Originally WW (pre SHSBC) was actually unable to get along on these 10%. The 10% were so minor compared to SHSBC income they were not used.

The basic idea of attaching a management org to a service org (as a Continental to a Central Org) is partially to prevent the management org from getting unreal as it has a service org right there. It is worth a great deal of money to a service org to have a management org attached to it as the public then gives that service org higher importance and it has more business. If this is understood and used by a service org it makes more than the additional cost of supporting the management org.

SH is the org at Worldwide and as such should make additional money, more than enough more to support WW ban or no ban.

Since the removal of ASHO to LA and establishing the little org in DK, SH has not really tried to recover and has not only not used WW's importance but has not really included itself in as the top UK-Anzo org. There are 70 million English speaking people in England and several more in Anzo and Scn orgs have a total monopoly on helping psychosomatic illness. Nearly all the English are psychosomatically ill.

WW's support really ought to be SH. There are two reasons for this: A. WW would have a much higher reality on service orgs and B. by using the importance of WW, SH would greatly increase its income.

SH needs to work the UK and Anzo orgs to make them feed traffic to SH.

A working org combine exists (as shown in LRH ED UK of 12 Jan 1970 issued by the CO of 'Diana') with SH as the top service org.

WW, by its prominence assists the attractiveness of SH.

Both WW and SH have been very financially irresponsible during 1969 to run up such heavy debts. While WW did pay off a lot of Pubs bills it let get run up in 1968, the SO has kept Pubs going, however. One writ served on WW was one too many.

My own plan of operation for the area has never been activated. It is a simple one ordered in about May 1968 to boom the UK. I could see the attack's consequences.

This plan, which I will here more fully describe, consists of WW seeing that SH took the lead as an org in the UK and that SH worked with other UK orgs, giving them support, personnel and FSM commissions and promotion to MAINTAIN SH INCOME DESPITE ANY BAN. SH would then also support WW.

For SH to include itself out from UK actions and ECUK to be in London and for "UK orgs" to be HASI, HAPI and a couple tiny ones, is all very self-defeating.

For SH to be over staffed in Admin and other orgs to be understaffed is foolish.

The UK set up as a unit is given in LRH ED 12 Jan 70 issued by C/O Diana.

I do not understand what may continue to keep this UK set up from forming and functioning.

Each UK org and WW cannot continue as isolated non-cooperative units and SH cannot continue as an aloof organization.

WW should see that SH as the top UK org (even though it includes Anzo in its sphere) works with the lesser UK, Anzo orgs. These feed people in at the bottom and they work on up to SH.

If this cycle does not exist, there is no income. If the cycle is understood and made to happen, SH will do great. And can support WW easily.

The ECs of all the orgs involved, especially EC WW, SH and HASI, should list up all the reasons why this cycle cannot exist and should list all the actions needful to make it exist. For if it isn't forced into being, some of these orgs may fail.

I know for the moment stats are up. This is due mainly to my intervention three or four months ago and the Dianetic Program starting to come home.

But SH should have a £10,000 a week income and other orgs high pay.

I have developed programs to help. For instance all SH taught processes can be used. Small package sales (like a £22 5 hour intensive) enormously assist small orgs. Dianetics and its multitude of uses in healing can be worked hard.

When I hear of Scn org staffs low paid or unpaid I tend to get upset. Because there's no reason for it at all.

The following is needed:

A coordination amongst orgs in the UK and Anzo.

A well established and understood flow cycle.

Lots of org auditors being made.

No backlogs ever.

Small cost packages of auditing (like £22 less discounts) for specific ailments.

A scholarship permitting a 0-IV Scn speed training in grades in Academies for £125.

The broad theory and thousands of processes taught on the SHSBC.

Dianetic Courses running all over the place and in all orgs and HDG in orgs.

Low level (HAS, HQS, PE) Courses running in orgs.

Coaudits and Group Auditing done in orgs.

All orgs depend on WW's defenses. Thus the support should be on service lines not percentages.

You can, in ECs, do any of this on your own.

But I want to see from every EC involved a list of what stops exist. And when you have found them, just abolish them. Don't wait for me to tell you to sit down or stand up.

I want to see the UK and Anzo orgs cooperating and a cycle flowing where groups and franchises move people to lower orgs and lower orgs move people in and move them on up to SH UK and SH supporting WW which in turn supports and defends all orgs.

Anything that bends this flow out of line or stops it must be abolished.

Given books being sold in the field, given lots of Dianetic Courses being taught in the field, given lots and lots of Dianetic auditing going on in the field, given orgs pushing the FSM program each one for itself, given orgs in UK and Anzo organized and cooperating as in this ED, you have a boom, not in the making but in progress.

Each org pushes people on up to SH and SH supports WW and WW uses funds to defend all orgs.

Bridging from Dianetics to Scn is not any big hump if FSMs are working.

The boom is available but YOU have to make it happen. It is up to YOU to produce it.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:fw

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 20 WW 4 SH 3 SH FDN

21 January 1970

To: EC WW
EC SH
All Staff WW & SH

SH Auditing Hours

I have just seen the SH and SH Fdn stats for their Div IVs for 16 Jan 70.

I can't believe it.

SH Fdn Jan 15 - hrs of successful auditing for the week
- 5.

SH Day Jan 15 - hrs of successful auditing - 35.

Qual income SH Day and SH Fdn are both very small.

In DC in the late 50s, not a large org and much smaller than SH, Div IV delivered from 80 to 100 hrs of auditing a DAY.

On Flag just taking care of the ship we deliver as much auditing in 2/3rds of a day as SH and SH Fdn deliver in a week.

With over a hundred people around at SH and WW it should require over 100 hrs a week in winter just to take care of the current aches, pains and sniffles of staff!

So I don't believe these graphs as no Scn org would ever deliver as little as that. The smallest org in the world delivers more, far more.

SH AND SH FDN MUST TAKE LRH ED 75 INT, Use of Auditing, etc. TO HEART and get it in, in, in, in!

Now I'm not cross with anyone. All I'm trying to communicate is this:

AS THE WORLD'S SENIOR ORG YOU MUST GET BUSY AUDITING.

I imagine there's some rule that staff has to pay for its auditing. This you had better abolish. Contracted staff deserves auditing.

Day staff gets Foundation auditing, Fdn staff gets day auditing.

But in any event you have to get auditing going. If you have auditors you keep them busy. You feed in staff pcs to make up auditing time.

When you have too many public pcs you grab any and all auditors in the org for a part time auditing day.

If you train up staff auditors you don't charge them, you get them on contract and they sign undated notes in case they don't finish their contract. But you train up auditors!

Anyone on SH or SH Fdn staff should be an HDC or near it by now. For staff only consider that as a requisite to the SHSBC and let them have their SHSBC Class VI Training.

Also get internes.

I guarantee that if SH and SH Fdn have a lot of auditors in Tech and Qual and if they are kept busy, whether on staff or the public you will attract business like a magnet.
GET AUDITING BEING DONE.

If you have some idea that a pc can only have Dn and Scn Triples and that's it, get rid of it. A pc before Power or after can absorb a hundred or more hours easily.

Push short intensives.

Get your Health Crusade going.

Get local residents well.

Get some friendly doctors to send their "bizarre aches and pains" cases to you for free as a favour to the doctor.

All this develops paying pcs.

Get auditors off Admin posts and skim your Admin Tech ratio down. Those who aren't auditors and are still in excess, put them on full time training fast.

When your day org stats gets to 500 Hours delivered a week and your foundation 200 Hours, you will just be beginning to get into stride.

Get rid of the arbitraries and get auditing being done.

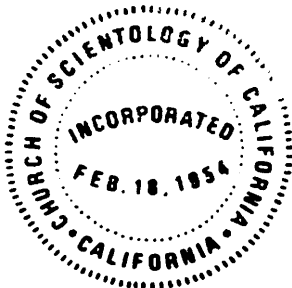
If you have a lot of auditors to keep busy - as well as lots of students to train - the PES SH and SH Fdn will have to step very lively to get enough paying pcs to keep them busy.

As the most senior Scn Org in the world, you MUST set an example.

GET BUSY.

Love,

Ron



L. RON HUBBARD
FOUNDER

LRH:gal

EXECUTIVE DIRECTIVE

LRH ED 18 WW

16 December 1969

EC WW ACTIONS

I understand with later data that the 19 EC members change was mostly appointing people to empty posts. I am sorry for any upset.

However, hold all transfers to a minimum. But get Org Program No. 1 going.

FP Prog No. 1 was actually written by MSH and is obviously vitally needed at WW and SH. And in all orgs. Their debt figures show neglect of basic FP as contained in FP Prog No. 1. If that is done, orgs have a chance.

Admin-Tech ratio is silly in some areas. When it rises above 2-1 staffs go broke.

Backlogs of pcs occur when the org is not training up excess staff. A reported 70 pc backlog in London is in fact inexcusable as was their out tech which slowed completions.

The formula is to give a 2-1 or less toward 1-1 Admin-Tech ratio and put the remaining staff crash programmed to becoming auditors and thus expand service.

An org has to give service and good service. That requires auditors. So you make auditors fast. This is no time to be inactive.

The immediate area of WW needs fast, hot attention with FP Prog No. 1.

SH needs attention. In its case its Admin-Tech ratio should be handled as above fast.

I have programmed for recovery with Staff Prog No. 1, Ethics No. 1, Org Prog No. 1, Org Image Prog No. 1, FP Prog No. 1.

I have gotten any and all stops off the lines I could find such as "high crime to audit anyone on Scn", orgs too low classed so they couldn't train even their own auditors, SHs to omit Dianetics Courses, all of which threatened org flows and incomes. I pulled off every stop observation and intuition could discover.

Obviously backlogs occurred after RJ68 and have not been mended. These stopped further sign ups.

Franchise lured off VIIIs and no action was done to replace them fast.

The task now is to bridge the live Dianetic thriving in the field over to orgs.

Ethics was let go out over the world. The confusion blowing off in the US is the result of Clarice Jackson taking over Ethics at AOLA. She is wildly popular, inundated with callers. Green, Deitsch and Garfield had NY completely messed up. AOLA's stats started up again the moment Ethics went in.

Your trouble with compliance is the out-Ethics in orgs. HCO vanishing opened the door.

So there's a lot to heal up and no time to let grass grow.

For two months now I've been collecting the full picture. And for weeks I have been working on fundamental actions to put orgs there again.

Your first duty is to get SH and WW on the FP mend with enough to spare to move your dateline toward PT rapidly.

Your next duty is to see that all pc-review backlogs are chewed right up right now and never let one happen again anywhere. A backlog is a never-never-never!

Then see that the FP line gets in in orgs fast.

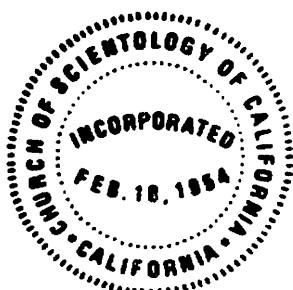
The programs for recovery are listed above. They belong to HCOESes, OESes and PESes each to his own. And they have to be pushed, pushed on a no-nonsense basis.

Franchise is okay. I've tried not to rock the boat. It had a couple of bad-hats. Guys from ECUS like Nickols set an awful bad example by moving into Franchise, not even repaying his org, SFO. Such guys can pay back at \$5000 to the org that paid their training and they deserted and all such future training of VIs and VIIIs will be after a note is signed and held. The worship of the buck enters in. But otherwise we're trying to keep Franchise very cool. The out-Ethics of the area of Franchise (such as Garfield, Green and Deitsch and running down our orgs and not paying percentage) has now been found and handled. It exploded under our noses, actually.

That the SO is trying desperately to hold the fort is no restraint on WW actions. When ASHO-AOLA income fell and stayed fallen, the SO began to look and work hard.

In effect Ethics went out in Scn orgs and command lines and pulled the SO in before even the SO knew what was happening. The SO delayed too long if anything. The major lesson, proved by all stats, is that Ethics cannot be relaxed. Not in the riot and commotion which is laughingly referred to as civilization today.

So back up this Programmed Recovery.



L. RON HUBBARD
FOUNDER

LRH:rs:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 17 WW

12 December 1969

MUSICAL CHAIRS

I have to hand a report from SO Dn Course Missionaires present in Jbg when the Inquiry there went into action.

The immediate result was internal post shifts. It is absolutely dizzy how many internal transfers occurred, and how many posts were left without replacement.

This is the view of front line troops hard hit and going into a dispersal under severe attack.

WHEN YOU AT WW ORDER FIRINGS AND TRANSFERS YOU ASSIST THE ENEMY.

You MUST breed confidence in you at WW and stability on post. Don't put out an image that you shoot troops in the back while they are under attack from in front.

PUT OUT A HOLD-THE-POST IMAGE.

If you do this the enemy is posed with a hard held position.

In the SO a year ago we had some people who JUST HAD TO TRANSFER PEOPLE Post To Post.

When you study Confusion and a Stable Terminal you will see this gives you your internal org Dev T out there and your WW received Dev T. Most of it comes from post changes inside those.

The org staff members have shrunk due to VIIIs being let go off to Franchise leaving orgs without tech. This sets a great example to other staff this does!

Your "non-compliance" is coming from a nobody there or a fresh on post.

These jobs are worth something to these people. Remember that.

You are winning against the enemy at last. Now is the time to form up and stabilize your orgs. Hence my LRH ED about it. That ED should not be the cause for more musical chairs. Tech staff, however, has been spread out to Admin so they can't make it.

All low pay is caused by violation of the Tech Admin ratio. The closer it gets to 1 to 1 the better paid the staff will be, allowing for them doing their jobs. 2 to 1 is the outside ratio.

So in making decisions on personnel, reorganize toward 2 to 1 or better and then HOLD THE LINE ON TRANSFERS. When any reorganization is done, shift as few posts as possible.

Keep as many stable as you can. Staffs aren't checker pieces.

During the period where they had obsessive transfers being ordered on Flag they had 250 crew members! And nothing was being done, but nothing. There are now about 80 in the crew, holding their posts, getting the job done and things are going smoothly and very well. 250 with no production, 80 with excellent production. The primary differences were

- (a) Obsessive post shifts
- (b) An SP in the Ethics post (Baron Berez)
- (c) Indiscriminate personnel procurement - tons of drug cases.

Flag also had port relations trouble in that period, done from outside but not handled inside.

In a time of stress you want your "troops" holding firm in the face of attack. That means posts held and not vacated.

At this time you are lucky to have anyone in any org. It is remarkable and a great tribute that so many held firm.

A transfer or dismissal action is no light matter.

I have issued several No. 1 Programs. If you back these on your lines to orgs and in answering despatches, confidence in you and compliance will build back up.

At this writing you have a long and careful way to go.

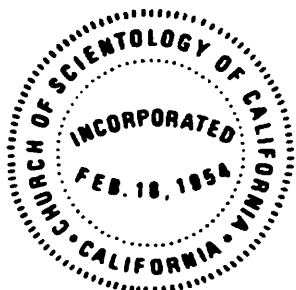
The orgs and field need ARC from you on your lines.

The watchword is get high quality service being done with high ARC and stabilize staffs in orgs over the world.

As you are making it now against the enemy so you must rebuild.

We won't let up on the enemy until we have taken over all mental healing and gotten it out of the hands of bandits. We can make a safe world. It begins by making a safe org for its staff.

I know you will cooperate if you know what's important to do.



L. RON HUBBARD
FOUNDER

LRH:rs:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 16 WW

10 December 1969

STAFF AND EC REMOVALS

FORBIDDEN

MY ORDERS TO EC WW:

Recently, I heard, ECWW removed 19 Execs from ECs over the world.

Wholesale staff removals by ECUS caused the 1969 US stat decline I now find.

DO NOT DESTROY ORGS.

Staff removals except by full Ethics action or org closures by executive order are High Crimes.

Only we can destroy staffs and orgs. The enemy has never succeeded. Even Melbourne needn't have closed.

HELP ORGS SURVIVE.

ECWW knows who they have removed. You better quick restore them to post.

The DC-Seattle and other US staff removal actions upset US stats so they did not recover. These removals and the assignment of Treason to ASHO and Austin by J. Salmen when they were booming almost destroyed them.

We are getting internal destructiveness. THIS TENDENCY MUST STOP.

WW had better build up ARC with orgs so they'll comply and answer up.

YOUR ORDERS ARE

A. TO CANCEL ON YOUR OWN LINES ANY AND ALL SALVAGE PERSONNEL ACTIONS,

B. BUILD UP ARC WITH ORGS AND RE-ESTABLISH THE FRIENDLY ATMOSPHERE NATIVE TO SCN,

C. BACK UP MY RECENT EDS PROGRAMMING ORGANIZATION NO. 1, TRAINING NO. 1, ETHICS NO. 1

AND

D. HELP THE GUYS OUT THERE GET THINGS GOING.

Our orgs are under obvious internal attack. Ethics No. 1 is the start of ferreting that out. We must not hurt these orgs or get savage with them or shoot them over long distance lines.

You are operating on very poor data, mostly rumour. In the last few weeks I have gotten together a huge amount of observation of the US, UK, DK, EU areas. It shows small staffs trying but barely able to cope, nobody with time enough to answer your reports, in trouble with cash-bills ratio.

It shows a Franchise area booming with Dianetics. It shows our orgs actively being prevented by wrong stresses on orders from sharing in this boom. ASHO took it it was not to teach a Dn Course and shipped thousands of advance payments to other courses. It was made a high crime in the US to audit Scn. Somebody is taking any hole in policy and using it to hurt us. That's internal kookiness. I'm cancelling anything that can be misinterpreted. You do the same.

The SO has never been in your road. When it sees something going down for the 3rd time, it tries to help. That's no reason for WW to haul off from an org just because the SO put a CO on it before it vanished as in the case of Pubs and Central Org Europe.

WW's challenge is Can it make SH boom right next door to it? Can it make the SH WW area a friendly safe place to come to?

There's your challenge. Handle ABCD above and then make Saint Hill boom.

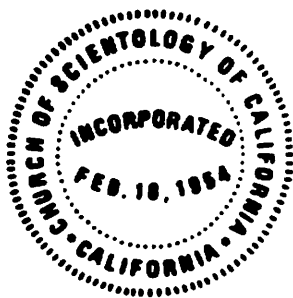
The Dianetics popularity is putting auditing all over the field. Great. When they rough up cases we should get them. When those auditors are ready for Scn training we'll train them. But we won't if we have no orgs left.

Get other Continental and org ECs up in morale and friendly and functioning to get ABCD done.

It's awful close to the edge. You better work like blazes and knock off the relaxed life. Push these No. 1 programs. Get SH going. Reestablish ARC. Those are your orders.

Ron

L. RON HUBBARD
FOUNDER



LRH:fw

EXECUTIVE DIRECTIVE

LRH ED 15 WW 6 UK

10 December 1969

WW OBSERVATION

The SO Observation Mission recently at WW and UK orgs gave Flag a very good view of WW and the UK activities and state of affairs.

I was very glad to see how well basic staff was working at it.

The Franchise Officer WW and his personnel are doing a highly commendable job.

The Guardian WW and her staff are of course doing splendidly and winning all the way.

These two stellar points and the AO and Station Ship are the bright areas of UK.

I have written an LRH ED on Organization Program No. 1. This is intended for UK orgs primarily and they need it and fast fast fast. In fact I want all pc backlogs handled well and completely and done with within a fortnight and I don't ever want them to occur again ever. They have brought London into dangerous waters. Promote for students heavily when you have too many pcs.

If all org staffs and execs will study up the ED on Org Program No. 1 and apply its very fundamental approach quickly they will be all right.

SH should get and start working its ANZO CF. Publicizing the win in WA after the older one in NZ and the wins should liven up the area.

London and other orgs should get their FSMs organized and in fast action for students and should press to get any Dn students now into Academies.

The ECUK ARC Break should be patched up.

There are lots of little details that could get attention. However if you ride with the recent EDs, Ethics Prog No. 1, Staff Training Prog No. 1 and Org Program No. 1 you will be out of the woods fast.

When an org ceases to give total good service quickly it usually gets into the soup financially, staff pay drops and bills mount. Combine good service with high ARC in the world around you and troubles are soon over.

In the last two years you've been given the finest tech in the world. You can even still use old tech. You have a total monopoly on the only mental tech on the planet, the enemy has barked for 19 years without hurting the field and is now in retreat. There are no excuses for anything but high pay.

I was glad to hear from all my friends on tape as well as in the Thursday reports.

I've worked hard understanding what's going on and turning out what will help so here's good luck to you now.

Love,

Ron .



L. RON HUBBARD
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L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 11A WW 2 SH 2 SH Fnd

29 November 1969

Ethics and Finance

Due to the falling stats of SH and the level stats of WW, (the stats of SH Fnd not to hand) the Ethics Programme No. 1 just issued in an LRH ED INT is to be gotten in by the E/Os in WW for WW, SH for SH and SH Fnd for SH Fnd as a priority item.

It is vital that Ethics upstats be identified and any areas of oppression spotted so they can be handled.

Qual and Finance

As soon as a staff member is handled by Ethics Programme No. 1:

The Qual Sec of each org is to arrange sessions in his own or another org and organize it rapidly for all the staff of his org to fly a rud and pull all overts.

This will greatly assist stats.

Time on post must not suffer unduly from these actions and usual org paying pcs must not be interrupted or put aside because of this.



L. RON HUBBARD
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EXECUTIVE DIRECTIVE

LRH ED 10 WW, 1 SH & SH Fnd.

29 November 1969

SOLVENCY OF WW AND SH AND SH FND

Having noted that the orgs WW and SH are running at expense above income the standard orders long standing for them during financial stress are fully invoked and are in full force and are to be enforced by the EC WW and EC SH.

1. P.O.s may be signed only for the following actions in WW and SH & SH Fnd.

- (a) Gas
- (b) Electricity
- (c) Fuel
- (d) Water
- (e) Telex-Telephone by PO for each call or message.
- (f) Postage
- (g) Airletters
- (h) The Auditor
- (i) Auditor envelopes or mailers
- (j) Bulk mailing Auditor
- (k) Guardian defense actions including legal and PRO.

Telex - Telephone

Trunk calls and telexes require a PO, properly signed before placement of the call.

Exception: Guardian internal UK trunk calls.

PO Signatures

D. Gogerly, Treasurer is responsible for signing POs and in his absence his deputy.

Dateline Paying

Dateline paying is to be strenuously adhered to.

Funds to cover emergency payments require the signatures of each EC Member for WW or for SH as well as the Treasurer WW or his deputy.

Pubs

Nominal funds for moving Pubs to WW are allowed.

Salary

Payments of salary that have been in excess of the condition assigned are to be withheld from wages until the matter is paid back.

Tax

Tax payable on behalf of staff is not to be spent but used only for tax.

Emergencies

Any emergencies arising may be resolved in addition to this ED or in excess of it by referring the matter to a special meeting of the EC WW, but only for the immediate concern and not as a blanket continuing order.

Statements

The CAO is to issue statements to all orgs and debtors and provide a system for doing so monthly using especial address plates for this.

Franchise 10%s

NO franchise 10%s are to go anywhere but WW and no order is valid that they should be paid elsewhere to any other org or activity.

Franchise WW is to make every effort to get these 10%s paid in.

Income

All income sources must be policed to be sure they are functioning and income is arriving at WW, SH and SH Fnd.

Services & Delivery

Every effort must be made to improve or repair service and service quality.

Any and all disappointed result cases must be handled.

Lines

All normal lines must be put in such as C & A back to registrar for re-signing, new names to CF with letters out.

CF and Address

CF and address must be gotten up to date by special teams quickly.

UK and ANZO must be heavily worked.

Defense Billing

Any and all defense or legal expenses expended by WW on behalf of an org or area must be billed to that area.

They in such areas must be told that if WW pays all their legal expenses then future damage suits which will be filed against the enemy in that area will be collectible 75% by WW and only 25% by the org. But if the org pays half, then it

will collect 75% and WW only 25% of the resultant damage payments. Expected damage claims run into tax free millions.

The 75% or 25% is computed on funds over and above cost of the action and lawyers fees or percentages paid.

If the org pays all defense and legal fees it collects all except 10% to WW.

Reserves

It is vital that WW SH and SH Fnd begin to accumulate reserves.

The tendency of an org to spend all that it makes is to be sharply curbed.

Dianetics

The spread of Dianetics is laying a firm foundation for future Scn business if well taught.

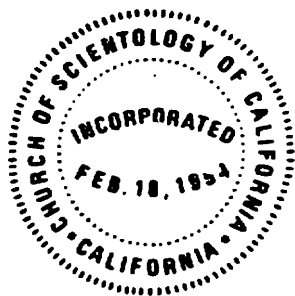
My June LRH ED advice to drop no Scn services was disregarded by various unauthorized orders forcing all pcs and students onto Dianetics and even by putting the tape talk to Dn Graduates on the HDG Course instead of the HDC Course.

Thus you see Franchises and Dn activities and various field areas doing well but it has not gotten to the upper orgs yet.

Any other outnesses of this kind that broadly explain any lowered stats should be handled and reported to me.

This situation in general is very good and the future excellent.

So get busy.



L. RON HUBBARD
FOUNDER

LRH:rs:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 8 WW - 1 SH-DK

23 November 1969

ANZO CFs

To LRH Comms WW, SH-DK, AOUK to activate

OBSERVATION: AOSH DK is getting students from SA and Europe as these cannot enter UK.

However, students from NZ and Australia can enter the UK.

The ANZO CF has evidently been sent by SH to AOSH DK.

AOUK and SH in UK should operate the CF line to New Zealand and Australia.

AOSH DK should operate the CF line to South Africa and Europe.

MAJOR TARGET: To properly apportion, bring to date and use the CFs of SA and ANZO and Europe to their correct orgs.

PRIMARY TARGET:

1. Assign one or more persons in each org, SHUK, AOUK and AOSH DK to this project.
2. Have them understand these orders.
3. Provide any shipping money needful without delay, the org receiving to pay the shipment cost.

VITAL TARGET: To get this action done neatly and WITHOUT DELAY.

OPERATING TARGET:

1. Make your orders known to the Dissem Sec of each org where you are appointed.
2. Select out WITHOUT DAMAGE OR MIXING UP OR LOSS OF COVERS the CF folders that do NOT apply to your org.
3. BOX them neatly as business papers.
4. Run off a tape matching them, as feasible, in address.
5. Escort the shipment as feasible to its destination.
6. Report compliance to LRH Comm WW.

Table of who gets what

SH gets all UK NZ and AUST CF.

AOUK gets all UK NZ and AUST AO Folders.

AOSH DK gets European, South African type folders.

7. The two appointed to this project in the org, having done 1 to 6 above now RECEIVE what has been sent their org.
8. They place in CF file cabinets, for which funds must be provided if needed, the folders received, BANDING THEM WITH YELLOW TAPE TO INDICATE THEY ARE NEW TO THEIR CF.
9. They see that these names are added to their address files.
10. They call attention to letter registrars of these new (to that org) CF folders for use.
11. Usual CF personnel can combine any duplicate folders and should correct any addresses and the persons on this project should so inform them.
12. Report completion of this ED to LRH Comm WW via LRH Comm your org.

INFORMATION: A CF folder is very valuable and loss or mis-handling is a primary cause of down stats in an org.

Arbitration: In event of any disputes or questions on this LRH ED the matter is to be settled by referral to EC WW.



L. RON HUBBARD
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L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 5 WW

16 March 1969

ADDRESS ERRORS NON RESPONSE TO CORRECTIONS AND PROPER
CONSTANT HANDLING OF ADDRESS FILES AND ANY CHANGES OR
COMPLAINTS MUST BE ESTABLISHED BY HCOESWW AT WW AND IN
ALL ORGS. YOUR EFFICIENCY IS KNOWN ONLY BY YOUR ADDRESS
ACCURACY OF RIGHT NAME AND RIGHT ADDRESS BY THE PUBLIC.
THIS IS VITAL URGENT AND CONTINUING.

BEST=RON

16033 RED

L. RON HUBBARD
Founder



L. Ron Hubbard

EXECUTIVE DIRECTIVE

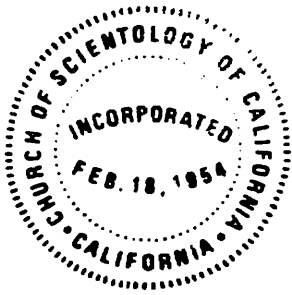
LRH ED 4 WW 1 SH

16 March 1969

URGENT THE CLOSING OR APPROVING THE CLOSING OF ANY ORG OR
FOUNDATION OR ITS AMALGAMATION WITH ANOTHER ORG IS A HIGH
CRIME AND WILL BE TREATED AS SUCH. SEATTLE WASHINGTON AND
NOW SH PLAINLY DEMONSTRATES THE ORDERS OR APPROVAL ARE FROM
WW. I REQUIRE THE NAMES AND WRITTEN ORDERS ORDERING THESE
DESTRUCTIVE ACTIONS FROM INT E/O WW. BEST=RON

16031 RED

L. RON HUBBARD
Founder



L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 13 US

9 September 1971

To: All Staff
For Information

Subject: Handling USLO and EC US Personnel

Reference: LRH ED 12 US

SITUATION: As given in the WHY of LRH ED 12 US, the ECUS and USLO area were cutting lines from Flag to orgs and orgs to Flag and were sending false reports and orders both to Flag and to orgs including false stats.

WHY: Qualifications requirements for hiring and recruitment have been out for a long time in the LA area. A third of a hundred staff in the area have non-passing qualifications.

HANDLING:

1. Four Flag Missions have been working for many many weeks to investigate and uncover and handle situations in the area.
2. A Course Correction Mission has just completed straightening out USSO courses and is now working at AOLA and will move on to ASHO.
3. ECUS has been disbanded and its quarters emptied and turned over to the Guardian.
4. All commands in the area have been relieved.
5. All previous US orders have been cancelled by LRH ED 153 INT.
6. Emphasis on delivery and the new paid completions stat per LRH ED 153 INT is being received with very very good indicators in the LA area and SO orgs and those so far reported.
7. Those previously in area and now on Flag have been transferred to tech study and Internship and are having their cases handled.
8. A Tech Establishment Officer Rocky Stump is enroute to USLO to set up Training and Services Bureau and Tech Divs in orgs. His target is to help increase tech delivery volume and quality.
9. A Qual Missionaire Louise Kelly is being sent to USLO to set up a Correction Bureau and Qual Divs on a new basis in US SO and Scn orgs that does heavy word clearing on staffs and hats and students. Her target is to word clear and hat by word clearing Method 2 all org staffs.
10. Flag is in action restoring "city offices" to Franchises and offloading excess buildings and taking care of numerous outnesses in the Continental area.

11. AND THE MAJOR ACTION now about to be launched is a special Flag mission. THREE Flag Class XII Auditors under an I/C are being fired to rapidly handle the 33 non-qualified cases in the EC-USLO Area. These cases are being transferred off lines and to a project force during the period of fast case remedy.

12. LT TONY DUNLEAVY is being debriefed as a Flag Missionaire and briefed as Acting C/O USLO. W.O. KIMA JASON DUNLEAVY is being debriefed as a Flag Missionaire and is being posted as Acting Org Officer USLO.

All Orgs should give full attention to and comply with LRH ED 151 INT, LRH ED 152 INT and LRH ED 153 INT and get VERY active hiring auditors, delivering splendid on policy word-cleared courses and flubless tech.

An org must exchange valuable service for all the money it receives or it will go out of communication with its environment.

We are racing to prevent this from happening.

Flag could become very cross about all this US breakdown. Instead it is being very calm and efficient. It is slamming the lines back in straight and working day and night to get good delivery to occur in time to catch public opinion in the US. You see none of this happened in the rest of the world.

We are salvaging USLO people with Class XIIs instead of shooting them.

This will come out all right.

Make satisfied students and satisfied pcs, make them fast and in volume with top quality.

You can and must follow the new stat of Paid Completions accompanied by an acceptable Success Story.

You must hire auditors and get in decent courses and hat your Course Supers and Auditors using Word Clearing Method 2. And turn out a quality product you can be proud of and in volume.

You have the materials. Using Word Clearing Method #2, clearing off the Misunderstood Words from HCO P/Ls and HCO Bs and C/S series and staff hats and course students and dawn will break all over the place.

Skip the nonsense of "only produce, don't organize."

Get in there and deliver.

And you'll be all right.

We have the general situation under control.

Now you get your situation under control and MOVE FAST.

Let's get a REAL show on the road. Right in your org.

LRH:ks:iw



L. RON HUBBARD
FOUNDER

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 12 US

8 September 1971

URGENT

IMPORTANT

To: ALL STAFFS

Subject: CANCELLATION OF ILLEGAL ORDERS
FLAG'S ACTUAL ACTIONS

Reference: Any verbal or telexed orders received by orgs from ECUS or USLO by phone, telex or mission to this date, cancellation of. Plus Flag programs and actions.

SITUATION: Orders by phone, telex or USLO Missions have been issued for some months and attributed to myself or Flag which are not factual.

WHY: False Reports to orgs and to Flag substituted for the factual comm lines which were cut have left executives and staffs in orgs with false data.

HANDLING:

1. ECUS has been disbanded.
2. USLO is under the direct control now of Flag Missionaires.
3. All data is now in the hands of Flag.
4. Direct orders are being issued by LRH EDs, SO/WW EDs, Flag Mission Orders, Flag Divisional Directives, as well as Policy Letters and HCOBs.
5. A Flag Representative is now fully on post at USLO.
6. All needful action is being taken by Flag to establish the integrity of these lines.
7. NO ORDER ISSUED BY ANYONE HAS ANY VALIDITY IF NOT FOUND IN LRH EDs, POLICY LETTERS, HCOBs, SO/WW EDs, FLAG DIVISIONAL DIRECTIVES OR DIRECT COMMUNICATION IN WRITING FROM FLAG AIDES, OR FLAG MISSION COMMUNICATION AND COMPLIANCE NOW HANDLING USLO.

This means that any order or demand received from USLO or ECUS during the past several months or to date is CANCELLED.

THE FOLLOWING SITUATIONS DID NOT HAVE FLAG APPROVAL AND DID NOT OCCUR BY ORDERS FROM FLAG AND ARE CONTRARY TO FLAG POLICY.

- A. POSTULATE CHECKS.
- B. CRUSH SELL.

- C. CONCENTRATION ON GI ONLY WITH NO HEIGHTENED DELIVERY.
- D. TRANSFERS AND UNMOCK OF STAFFS.
- E. The use of my name to get enforcement of orders I had never issued.
- F. Return of many persons to Flag.
- G. Other orders issued in various ways that impeded stability.

THIS IS WHAT IS BEING DONE BY FLAG.

1. SO Estates section in LA is being reorganized and improved. Building rearrangement is being done.
2. Mimeo Distribution lines are being straightened out.
3. The LRH Comm Network is being restored.
4. The Finance scene is under heavy attention to iron it out.
5. The USLO image is being improved by getting it in good hands and on target and in other ways.
6. On policy actions are being established and POLICY is being applied and put in.
7. Lines from orgs to Flag are being cleaned up.
8. Hiring and recruitment is being stepped up.
9. Personnel transfers are forbidden without Flag approval.
10. Posts and lines illegally added to the org bd are abolished.
11. USLO demands to send personnel for training have been eased off.
12. All hands actions in orders are being forbidden.
13. Tech Admin ratio is being adjusted to a proper 2 Admin 1 Tech.
14. Blown persons are being recalled and handled.
15. The use of "It's an LRH Order" is forbidden as a false enforcing action.
16. Unjust staff dismissals and off line Ethics actions are being remedied.
17. A proper HCO USLO is being formed.
18. Training is being gotten in as what to push by Registrars.
19. ARC Brk programs have been set up for field.
20. Tape quality of those tapes being made in the US will be brought up to Flag and Pubs DK quality.
21. TR Course pricing unstabilization now being stabilized at the org's own option.

22. Collection agencies, use of, is forbidden for Scn public.

23. Orgs are being re-advised on City Offices. Expensive premises are to be let go.

24. Franchises are to be restored to proper ownership with C of S Mission status.

25. Div IIIs are to revert back to On Policy Div IIIs and stable Treasury actions.

26. USLO demands for money from orgs for its own services has been channeled back to Flag for review and billing only from Flag.

27. Employment and utilization of Tech staff must be beefed up fast.

28. L10 must cease to be sold by orgs not qualified.

29. PCs must be gotten in and audited.

30. Course materials must be complete and full materials must be on courses and "What is a Course?" Policy Letter gotten in fast.

31. The HCOBs remedying TR Course, how to rehab, are now in org hands as well as LRH ED 152 Int of 26 Aug 71 FAST TRs for immediate activation in orgs.

32. Hot Prospect Reg System is abandoned reverting to routine On Policy Registration.

33. MINI Congresses are cancelled.

34. Day and Foundation combination was illegal and off policy. These are being separated out into separate Day and Foundation orgs.

35. Public Divs to cease to operate as Hot Prospect Registrars and get back to duty for usual actions and New Public.

NONE of the above actions were in accordance with Flag policy or orders or mine.

If you are interested in how this got off the rails this far, and why, read HCO Policy Letter 31 August 71 THE EC NETWORK DISBANDED.

FLAG PROGRAM

Having stabilized its lines, Flag's program for handling the current scene is being very successful.

1. DELIVERY. The key to salvaging any boom is delivery of what is sold. The Org Condition and Exec Dir Stat change is in HCO P/L 29 Aug 71. The full program is in LRH ED 153 Int.

Delivering what was sold is a MUST. Selling without delivering is dynamite. Your integrity depends on it utterly.

Thus if we race ahead and work HARD HARD HARD to deliver what has been sold we can salvage this boom. Hire auditors, hat case supers and deliver. All Flag's support is rushing forward on cleaned lines to help you do that!

2. Get your finances in order. Knock off needless expenses. Put everything you've got into delivery.

3. Sell more training than processing.
4. Make your training ON POLICY and better.
5. Get in FDD 12 Qual INT of 7 Aug 71 and FDD 10 DISSEM INT and clean up any ARC Broken Field.
6. The Tech of Word Clearing, more fantastic than you will ever believe until you see it in action on your students and in hatting your staff is already in your hands as per LRH ED 152 INT of 26 Aug 71.
7. Coming your way this very moment is Rocky Stump, Class IX HSST, a trained Flag Auditor and Tech Establishment Officer graduate to take over Tr and Services USLO and help you get in Tech Divs.
8. Coming your way right now is Louise Kelly, former Qual Sec AOLA, as a Flag Missionaire with a Flag Mission to get in a Qual Bureau at USLO and Qual Divs in Orgs to get your staffs word cleared and your students really going and your auditors crammed to Flubless.

Everyone on Flag has been working flat out for weeks to handle this situation. And the results should now be materializing in the US.

We didn't talk about it much or issue any complex orders until we knew exactly what it was and exactly how to bring it straight.

So don't be alarmed by the bad news. It's all yesterday's bad news.

Flag is handling and with velocity now that all the facts are in.

We never dreamed ECUS had been re-activated and we never dreamed anyone would push GI without an heroic push on deliver

At least we have solved the 1968 crash. And the 1967 one. And why the society gets booms and depressions. It's pushing GI harder than delivery. That's the real WHY.

So you push delivery hard hard hard now and continue then to push GI and you'll be all right.

I hold to my record of being the first to tell you.

SCIENTOLOGY WILL GO AS FAR AS IT WORKS.

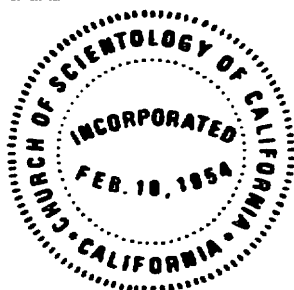
So make it work.

As a final note, the UK, Europe and Africa did not go down like the US. They stayed in Comm with Flag. Delivery did not wholly fall out and they are well on the mend with Students Points. Well Done Hours and Success Stories soaring. And their GI is moving right on up too!

So the US can make it.

But DELIVER. That's the only honest thing to do.

L. RON HUBBARD
FOUNDER



L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 8 US 14 WW

9 December 1969

US GRAPH DECLINE

I have reviewed the graph decline of Scn orgs in the US after receiving Thursday reports of outnesses. To clear up any mystery the following is of interest.

Around March 1969 just as RJ sent stats soaring the EC US was apparently unmocking orgs with staff firings.

We do not have complete data at Flag because the action was not reported directly but was picked off the OIC lines and is taken from subsequent records (not by 3rd Party reporting). If it was obscured from Flag it may not be generally known and was felt to be only a local action.

I sent urgent orders to cancel EC US actions done on Wash DC and Seattle. Washington was "made a public division org by ECUS deputies by mistake" and was allowed to be open only a very few hours a day. In Sept 68 4 Class VIIIs were pulled into ASHO from DC.

I tried on 13 March 69 by an LRH ED to cancel out wrongful dismissals. I tried by Telex 12031R to cancel out the org foundation shut down.

DC was also ordered to send its CF to smaller orgs and Irene Jopling HCO ES DC was put in Treason by ECUS for daring to object to her DC org's CF being dispersed.

In other words the ECUS actions of this period operated to strip orgs of their staffs and at least one org of its CF.

Also apparently with the consent of HCO ES WW (since removed) HCOs and E/Os were unmocked and remained unmocked.

In short, this is the cause of US stat decline. It is internal. It traces to HCO ES WW and ECUS.

Austin and ASHO were put in Treason by HCO ES US. ASHO has never recovered nor really has Austin.

Data available here is sparse but positive. US orgs were simply beaten down and stripped of personnel.

Franchise has boomed mainly due to the excellent Franchise Officer WW who with his staff at WW has fought to defend his hat and keep Franchise booming.

The same attention was not given US orgs. On the contrary they were mauled and neglected by a former HCO ES WW and ECUS.

N.Y. was battered down by internal invalidation of its execs and interference by a person pretending to be an SO missionary, Ron Zarro.

During this period HCO ES WW (Nov 68 to Oct 69) was Edie Hoyseth.

ECUS was Julia Salmen - Ken Salmen - Don Breeding, then Lee Handeland, Wally Handeland and Ray Derby. R. Shafron relieved Lee Handeland as HCO ES US and was on post during the major upset.

The Deputy Commodore Pacific should convene a Comm Ev on the above named persons and any deputies and any ECUS personnel to establish the full details of this matter with records and an E-Meter, locate who if anyone turned traitor and who should be exonerated.

However, US orgs should know what began their current decline and not incorrectly assign the reason to other things as they may be doing.

Full action has been taken to prevent reoccurrence of any such instances. Better security measures are now in force. Orgs have been running undermanned without E/Os or adequate HCOs.

It is time they came out of their decline. Every possible obstacle has been removed. Franchise finds interest in Scn and Dn very high and growing and if it's there for franchise it's triple there for orgs. If they staff up and deliver.

I trust this blows a mystery.

Security precautions are being taken so that no further subversion can occur again so high up.

The US orgs do not realize they are at war and have not been alert.

Man up, get in your security and get the show on the road.

Love,

Ron



L. RON HUBBARD
FOUNDER

LRH:gal

EXECUTIVE DIRECTIVE

LRH ED 8 US 14 WW

16 December 1969

US OFFICIAL ORGS ONLY

ORG IMAGE

PROGRAM NO. 1 US

PES FOR ACTION IN EACH ORG

(Nothing in this ED is written to down grade Franchises or 3rd Party them. They have however made it necessary to review the US org image.)

What has happened exactly, in the US, is that Franchises have gone posh. Anyone can rent a 2 room posh office in a big building, furnish it up swank, dress well and put on a front. The orgs, handling the defenses of Scientology and carrying the major load are often too big to afford such quarters on a major scale.

The org is honest, tries to do its job, handle all services, police the field and carry the data lines.

The Franchise hasn't any such responsibilities. It is parasitic on org service, staff and protection.

So the image got upgraded to the org's discredit. Taken unawares orgs did not upgrade.

On the other hand it's the org that cleans up the messes these tiny offices make in areas in their worship of the buck. Austin for instance used to clean up the Dallas Franchise pcs who, out of cash, were kicked out by Dallas, the "Upstat Posh Office".

Therefore an Org must look and act more professional than a Franchise. In the US the reverse is true. The Franchises have more posh offices than the org. So the org quarters and people must look and act more professional and must give service that is superior.

In HCO Pol Ltr 11 Dec 69 Appearances is removed from Dept 1 HCO where it has never functioned and is transferred to the Public Divs.

THIS PLACES APPEARANCE OF ORG AND STAFF ON THE PUBLIC EXEC SEC.

This is a correct placement because it is a Public Relations Action.

When stats are already down and bills up one cannot of course go out and rent the Empire State Building.

But there are MANY things one can do at no cost and a lot one can do at small cost.

Before this for instance, staff and field volunteers have painted up a whole org just for the cost of paint.

Getting the HCO ES to assign cleaning stations where each staff member has a small area to keep neat solves a great deal of the messy appearance.

When an Ethnic Survey tells one what the public thinks a top grade professional should look like, one can buy Ethics Upstats some clothes.

But even without buying any clothes, some baths, hair-cuts, clean shirts and dresses and mouthwash can utterly shift a staff's appearance.

Training up a staff's reception and auditing room manners is also sometimes necessary.

Radios playing, staff chattering in reception or near auditing rooms add up to a very non-pro aspect and can be remedied.

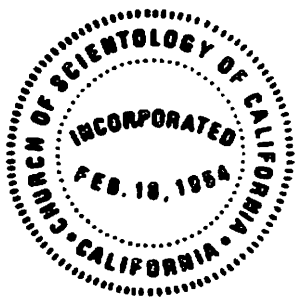
Staff cooperation is far far better than any Ethics actions. Further in proportional pay orgs appearance enormously affects their pay.

The general attitude of the usual Scn org is one of a rushed friendliness and there certainly is nothing wrong with the beings. It's the mest and bodies in which the PES is interested.

This org image must be pushed up rapidly.

The PES should calculate how he is going to go about getting it done in his org and program it. It will make his procurement task a whole lot easier.

L. RON HUBBARD
FOUNDER



LRH:fw

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 6 US

23 November 1969

No East Coast ASHO

Earlier this year the possibility of a US East Coast ASHO was considered.

It was however rejected as an idea and the staff being formed for it was disbanded.

On the chance that rumor lines carried the information that an ASHO would be established on the East Coast of the US, this disclaimer is issued.

The only American Saint Hill Organization is in Los Angeles and the only US Advanced Org is also in Los Angeles.

Full Scientology upper level services and courses are only available in Los Angeles.

DIANETICS by the way is NOT a prerequisite in any org for auditing or for any training except Grade V and Class VI.

US Field Auditors, Franchises and smaller official orgs have been limiting their activities to Dianetics despite the LRH ED that NO SCN SERVICES SHOULD BE INTERRUPTED OR CHANGED.

L. RON HUBBARD
FOUNDER

LRH:fw



L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 5 US 7 WW

26 October 1969

ECUS

The reorganization or existence of the 3 Executive Councils US, ECUS, EC WUS, EC EUS is to be accomplished as per the Deputy Guardian US.

ECWUS is reported working well and its principals should be protected.

It is recommended that only one EC Continental exist in the US and that it be made up from the three ECs and that other executives in excess be used as appointees to the new Deputy Guardian's Office posts as just announced.

The Deputy Guardian US, by reference to this ED, has full authority to effect this reorganization as he judges best.

Any staffs of these ECs is similarly to be reorganized and utilized.

Any problems resulting from this reorganization should likewise be referred to the D/G US.

L. RON HUBBARD
FOUNDER

LRH:ldm:gal:iw



L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 2 US and 2 WW only

9 March 1969

PDH

PDH stands for Pain Drug Hypnosis. It is known to some psychiatrists as a means of compelling obedience. They sometimes use it on psychotics.

The trouble with detecting PDH was learned in 1952 when we found FAC ONE (1,000,000 to 1,250,000 year ago incident). People think they have been PDH'ed when they haven't.

You can easily get a panic going on PDH. We found out all about such panics in 1952 when a dozen people were certain another had PDH'ed them. It all went false when dated correctly.

There haven't been any current PDHes.

As we're attacking psychiatrist inhumanity to man we can easily get a motivator keyed in. So cool off any flaps about PDH. Tell people the above facts, particularly 1952.

Psychiatrists are so afraid of us they are attacking themselves! A recent "Time" magazine carried one of many such articles under "Medicine".

Even if a Scientologist were PDHed, it would run out easily with modern auditing in very short order. Might as well be afraid of toe stubs.

On psychotics it would be more serious as, not having an auditor handy he'd just go out and assassinate somebody.

So cool off any such.

Best,

Ron.



L. RON HUBBARD
FOUNDER

LRH:jk:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 1 US and 1 WW

9 March 1969

SEA ORG AO

Authority

AOLA has no mission authority.

It is not supposed to have anything to do with Scn orgs under WW except in matters of service and promotion.

AOLA is forbidden by a Base Order from violating the above.

The AOs are service orgs. Any matters having to do with missions originate only from the Flagship. Therefore mission matters are referred only to Flag.

We have had cases of phone calls from AOLA to orgs regarding other matters than promotion. Someone has given AOLA a false report and it has acted on these.

We also have cases where an individual only loosely connected to the Sea Org or not connected at all has pretended to be a Missionaire and has tried to "straighten up an org".

If someone says he is a Missionaire, he should be required to at least flash his Mission Orders. They are unmistakably marked. Or Comm to Flag via WW to query. Don't take it on face value.

And don't follow random phone orders.

The Sea Org, as is natural with a powerful group, gets impersonated. Someone will try to use its power by pretending to be part of it when they're not.

The AOs are there to give excellent service and they do.

Missions of various kinds are handled by Flag or ship captains via OT Liaison.

Further, if an SO Mission did show up it would only follow HCO Pol Ltr 24 Feb 69 and related tech in which it would be fully trained. So there's nothing to be afraid of. Quite the contrary.

We are too abrupt with the shortcomings of some. We are far better than many others. We should be more tolerant.

And get the show on the road.



LRH:nt:ka:gal

Love,

LRH

L. RON HUBBARD
FOUNDER

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 1 WUS

19 October 1976

FB
WUS

EFFICIENCY SYSTEM

The "Efficiency System" not developed, ordered or OK'd
by me is cancelled.

L. RON HUBBARD
FOUNDER



LRH:nt:iw

L. Ron Hubbard

EXECUTIVE DIRECTIVE

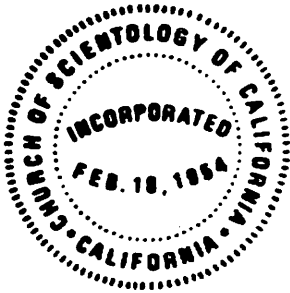
LRH ED 1 UK

14 December 1973

141205R LRH COMM UK RLY
EDS STAFF AND ISSUE AS
LRH ED 1 UK

UTILIZE THE PUBLIC'S FREE TIME BY GETTING
THEM IN. YOU TURN THIS GOVT ACTION INTO
A BOOM FOR US.

LOVE = RON



L. RON HUBBARD
FOUNDER

LRH:nt:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 14 UK

29 May 1970

To: All UK Staff

From: Ron

Subject: LONDON FND RECOVERY

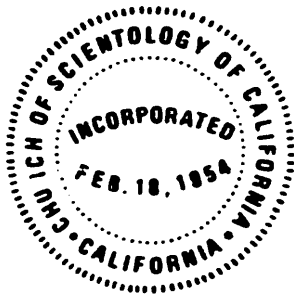
The EC and all staff of the London Foundation are COMMENDED for the increasing stats and general recovery of the London Foundation.

To do this required and requires hard work, devotion and good service.

I wish to thank all my London Foundation staff personally for beginning to be cause over their area.

They are valued and appreciated.

L. RON HUBBARD
FOUNDER



LRH:ks:iw

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 10 UK 1 NY

3 April 1970

To: HCOES WW
Gdn WW
Executive Director
Appointees UK and NY
ALL STAFF UK and NY

From: Ron

Subject: EXECUTIVE DIRECTOR APPOINTEES IN TRAINING

1. The HCOES WW has been asked to nominate and the Guardian WW to appoint Executive Directors for all UK orgs and NY. The US appointment is activated by D/G US.
2. These are EXECUTIVE DIRECTORS IN TRAINING. For 60 days after assuming post NO ORDER ISSUED BY THEM HAS VALIDITY. No staff may comply with orders issued by them.
3. Their condition is Power-Change.
4. During this 60 day period they must accomplish the following:
 - A. Assemble from the earliest times of their org a complete list of the successful actions the org has done in the past, covered in detail.
 - B. Assemble from the earliest times of their org a complete list of errors and unsuccessful actions which injured the org or its staff.

In compiling A and B they may contact in person or by correspondence any former staff member or consult with any existing staff member.

In such compilation they may not distract or change the duties of any staff member.

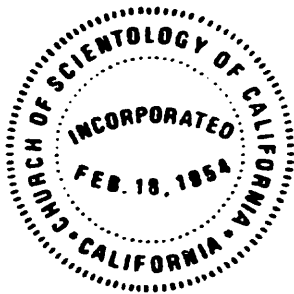
5. When lists A and B are compiled, the ED in Training must write-up the successful actions BY DIVISION.
6. When (5) is done, they are to write-up their potential hat.
7. These three write-ups (A, B, and hat) must be forwarded to EC WW and to Flag for approval or modification. This will be a test of competence and will also serve to furnish them with operating policy.
8. With these 3 write-ups their complete case folders should be sent to Flag so that any needful C/S programme will be furnished.
9. While awaiting decision they are to study full time on the OEC.

10. Flag will specify auditing.
11. Flag will return the lists and hats with current policies.
12. When the auditing is done and the purposes of the post handled by an auditor with two way comm, the ED in Training will inform Gdn WW he or she is ready to take post.
13. The Gdn WW will inform the HCOES WW who will then issue a letter of appointment as Executive Director of that org with full authority, under WW and Flag, and responsibility for that org.

This procedure is developed and this ED issued to prevent any sag in stats or any upsets in the org by reason of this action of appointment.

This procedure also will bring to view things which can be restored to the org operation and practices which can be eliminated.

Note: The appointment of an Executive Director in Training or in final appointment does not change the existence or actions of Executive Secretaries or ECs.



L. RON HUBBARD
FOUNDER

LRH:nt:gal

L. Ron Hubbard

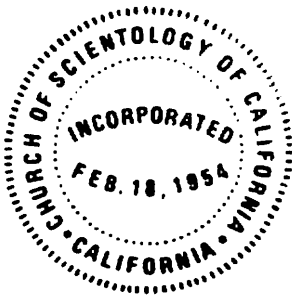
EXECUTIVE DIRECTIVE

LRH ED 5 UK

5 September 1969

EXECS AND STAFF AT SH, SHFDN, LONDON AND WW HIGHLY
COMMENDED FOR GETTING THE BOOM UNDER WEIGH. GET YOUR
HDG'S UP TO IV YOUR IV'S UP TO VI AND YOUR VI'S UP TO
VIII NOW NOW NOW. YOU NEED THEM ALL AND MORE.
LOVE = RON

12070 WW



L. RON HUBBARD
FOUNDER

EXECUTIVE DIRECTIVE

LRH ED 4 UK

17 July 1969

Thank you for your daily reports!

From them I gathered lots of good news and give you this data.

The main threat to survival in the UK is Finance.

The enemy uniformly has sought, by adverse publicity in the press, inquiry threats, spreading rumours and even calling our creditors to spread lies, to knock us out financially.

The psychiatric front groups and their political henchmen (who are related to psychiatrists) absorb and pocket millions of pounds a year of government and public funds. Yet they make no one well, and kill their patients.

This group is a very small group. It is detested by the public.

We are capable of doing the job. We have the technology. In fact we have the only effective technology on the planet.

Therefore the only way we can lose is to go broke.

There are three ways we could go broke:

1. Fail to promote and deliver excellent service.
2. Operate with extravagance.
3. Flub our financial admin.

It does not matter what the enemy does now. He has already lost his war. He is exposed as a murderer and a fake.

All we have to do is promote and deliver excellent service to take the whole field.

If we also operate economically and keep our financial admin straight, we will have the whole field.

The whole point is to go ahead and take it.

It is wholly in your power to make a healthy England. The thing to do is DECIDE TO DO IT and then DO IT.

You don't need any new fancy tricks. You just do the actions called for on the nine division org board with emphasis on good standard promotion and delivering good tech.

Standard Tech

It is very easy to deliver Standard Dianetics and Standard Scientology.

The ONLY session failures are traced in Dianetics to the Auditor comm lagging or flubbing his commands or adding some odd action to the session.

If auditors can machine gun their commands and maintain a go-go-go businesslike session attitude, no cases fail.

This is quite marvelous. It means the tech, particularly backed up by Class VIII reviews, is busting all cases easily and fast and is making well people.

The formula to handle any failed cases is to ASK THE PC WHAT THE AUDITOR DID. Then you correct it in the auditor. It always amounts to session comm lag, forgetting commands, doing something else, making the pc wait. It's very fast tech.

So you can handle that.

Extravagance and Finance Admin

Having to have before one can do, financing big projects that are not proven, keeping overhead high, paying wrong bills, all add up to extravagance.

The answer is to put RELIABLE PERSONNEL on Finance and ENOUGH OF THEM. Make them check out on finance policy and keep their lines straight and up to date.

The Future

You are in the twilight of a new brilliant dawn.

Having a total monopoly on the only psychotherapy on the planet, having the only way out, how could anyone fail? All you have to do is do it!

Daily Reports

I appreciate your Daily Reports.

I am pleased with all the things you are doing right and all the outnesses you are correcting. Thank you.

The above advice is apparently the only place you need to straighten things out.

Public Divisions should get on the ball doing their functions.

Div 3s should get busy straightening up their finances.

You must not let the enemy blunt your promotion or drive you down financially since that is ALL he is capable of doing.

We are winning this war.

The dark areas are behind us.

We can make a healthy happy country.

It's really a crusade for a healthy happy nation of free men and women.

You CAN make it.

Love,

Ron



L. RON HUBBARD
FOUNDER

LRH:cs:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 3 UK

23 June 1969

DAILY REPORTS

Thank you for your Daily Reports. The data in them is much appreciated.

The enemy is up to his old tricks of rumour mongering to destroy credit, I see. A counter attack to creditors of "who told you what" would cool it off. Actually the cash-bills ratio is improving in UK and has been a plus stat for some time.

You'll note the enemy is under constant assault within the government. National Health, where the enemy operates, is under continual pound.

Div 3 people will have to get on the ball about bills, wages, date line paying. Their out admin helps the other side.

Herbie is doing well hold the fort and Denny is right in there pitching. Don't let them down. Make heavy income by good promotion and top level service.

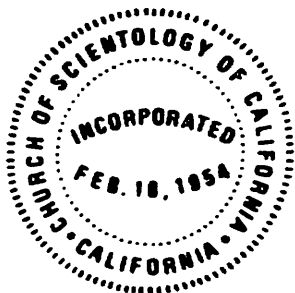
Denmark doesn't have the right to steal your students at SH.

All in all, I think you are doing superbly well and I am proud of you.

Keep the Daily Reports coming.

Love,

Ron



L. RON HUBBARD
FOUNDER

LRH:eky:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 2 UK

25 May 1969

DAILY REPORT

To Every UK Staff Member:

Please send me a daily report.

The report should consist of

- A. What you did and particularly what you accomplished in the day.
- B. Any outness you found and corrected in the org.
- C. Any 3rd Party effort against you or the org and the person's name.

Put the report in the LRH Comm's basket of your org.

He should forward these without fail to LRH Comm WW.

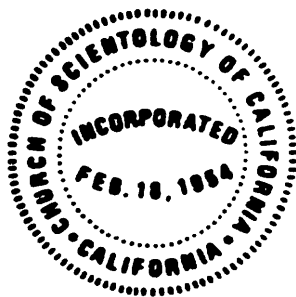
LRH Comm WW will send them to me.

I do not want to lose touch with you.

Applies to WW, SH, London and each org in UK.

Love,

Ron



L. RON HUBBARD
FOUNDER

LRH:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 1 UK 9 WW

23 May 1969

TO ALL ECS UK IN THE 50'S THE LONDON ORG WITH NO ANZO
EU OR US STUDENTS RAN AT ONE THOUSAND POUNDS A WEEK GI.
PRESS WAS HOSTILE. NO FSMS OR FANCY EFFECTIVE GRADES.
JUST A TIGHT SHARP ACADEMY WITH PRECISE SCHEDULING AND
SUPERVISORS ON DUTY ON TIME DOING THEIR JOBS. ONE YEAR
AGO I TOLD YOU TO BOOM UK. EVERY EC IN UK IS IN FLA-
GRANT NON COMPLIANCE. DO THE USUAL. RUN A TIGHT
SCHEDULED ACADEMY. DELIVER GOOD HGC TECH. LOOK ALIVE
AND STOP BUYING POOR MOUTH REASONABLENESS. WE ARE WIN-
NING THE WAR HANDS DOWN. SMERSH IS GOING BANKRUPT.
DON'T LOSE IT BY LAZINESS ON USUAL LINES. YOU HAVE OVER
70 MILLION CUSTOMERS. NOT ONE OF THEM WELL. THE NEW
GENOCIDE BILL SENDS ANYONE TO JAIL FOR 14 YEARS WHO
TOUCHES A SCIENTOLOGIST. YOU ARE PERFECTLY SAFE. YOU
HAVE A TOTAL MONOPOLY ON PSYCHOSOMATIC HEALING IN THE
UK. YOU HAVE THE ORG KNOW HOW. USE WHAT YOU HAVE. DO
THE USUAL. PUBLICIZE 3RD PARTY LAW. OFFER FULL REFUND
TO ANYONE WHO DOESN'T GET WELL THROUGH AUDITING. LET'S
GET GOING. LOVE=RON

23051 RED



L. RON HUBBARD
FOUNDER

LRH:gal

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 16 SH

13 October 1970

To: All SH Staff

Subject: NEW PERSONNEL ENHANCEMENT

Reference: LRH ED 123 INT.
HCO PL 8 Aug 1970 Issue III
HCO PL 22 Sept 70 Issue II.

I am very happy to see you have a fully manned Dept 13 Div V Dept of Personnel Enhancement.

This means two things:

- (a) You can get some auditing
- (b) You can get your hats straightened out and GDSes up so that you can be better paid.

The functions of this new department are given in HCO PL 8 Aug 1970, Issue III REORGANIZATION OF THE CORRECTION DIVISION.

The Ideal Scene and stats of new Dept 13 are given in HCO PL 22 Sept 1970 Issue II.

In LRH ED 123 INT the ten social aberrations that get into orgs are listed.

On the principle found in "Problems of Work", stable data and confusion you will find that the reason social aberrations and confusion get into an org is that POSTS ARE NOT HELD WELL.

The answers exist in the PLs of the recent Personnel Series. An Org Bd and Hats which are checksheets and packs bolster up the posts of the org and stabilize the org. The 3rd Dynamic aberrations do not then enter the org. As it is stably posted it acts as a buffer to the social confusions and its own lines flow and the org produces better WITH MUCH LESS CONFUSION.

It is the role of Dept 13 to programme and get the hats on staff members and get their cases flying.

For you at SH just now it is vital that the org recruit up and get manned and hatted on vital posts so it can deliver. This alone can continue the luxury of a well manned functional Dept 13.

At last you will get some auditing.

At last you will be able to benefit from properly hatted staff.

The public demand exists as attested by your letters in and Reg interviews. That the org is not taking advantage of this or getting paid for it is obvious in the badly reversed cash-bills stat.

By recruiting and using department 13 well the org will soon be hatted, audited and better paid and will be delivering high quality service.

I have developed NEW POWER and sent a trained Missionaire to groove it in. This will bring back the wins we used to get.

Don't let your SHSBC decline. Man up your Tech Dept.

Don't let your new Staff Staff C/S get all involved with "folder error summaries" "before you can be audited." (See HCOB 6 Oct 70 C/S Series 19, FESS that handles this stop.)

Don't get too specialized in cases and in that forget hats or you won't be able to afford a Dept 13 for long.

By recruiting and using staff where they will send up the Gross Divisional Statistics you will have I hope a much better time of it.

I know the reorganized Qual unstabilized or emptied some posts. We have to make that up by recruiting new staff and hating them quickly.

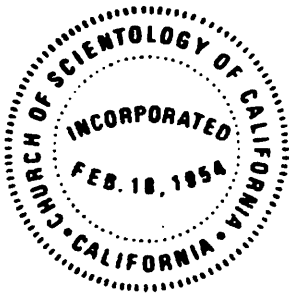
Flag trained your new Executive Director well. I've done anything I could to give you help.

Now it is up to you and up to the staff. Good luck.

Love,

RON

L. RON HUBBARD
FOUNDER



LRH:iw

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 10 SH

6 June 1970

Applies also to: AOUK AOSHDK
ASHO

To: Tech Staff SHs

From: Ron

Subject: SH Pcs

The NEW LOOK of restoring Scn lower grades gives us a different viewpoint of most folders.

I have just gone over the folder of a pc recently audited extensively at an SH. It gives the present interpretation now that Quickie Grades are at end.

She is "roller coastering". She is not PTS she is simply unflat on all lower grades. When she said she had no gains someone told her she had had.

1. Although just run on Interiorization Rundown (she hadn't ever been Ext, she said, but the auditor said it read on the meter) the essential 2 way Comm on Ext Int was not given in a next session. They seldom fully cognite unless this is done.
 2. Her Dianetics is far from flat. She never attained the Class Chart ability for Dianetics. Yet was audited on up.
 3. Her Zero Grade is not done. Although "given Scn triples 0 to IV" no End Phen ever attained. All the processes of Zero were not run - only the upper 0s like 0-0, 0-A etc. (and all for 0 - IV multiple declare).
 4. Her Grade I was never done. None of the many Gr I processes were run and versions of problems were not even touched. Not even a Problems Intensive was given. And here is her "Roller-coaster" or hung up case. A person all hung up on Problems gets little or no case gain and sags where her problem keys in again. Only problems can prevent case gain. When you have no case gain and if Grade I is not totally flat then you haven't actually bridged the gap between a humanoid and a Scientologist. I didn't say this is true of this particular case but it would hold as a general probability.
 5. Overts in all forms is not flat as the case is hung up on a Sec Check once given.
 6. Change, the keynote of Gr III has not been handled.
 7. Few Service Facs were found - only the 3 for triples and no others.
- Grade IV is thus incomplete.
8. Power not run to EP.
 9. R6EW incomplete.

10. Grades above this not attained fully and pc is hung up in an OT cycle she could never end with all these lower grades out.

This is not a condemnation of the auditing done.

The auditing actually done was good except Evaluation existed.

The C/S lacked any program for the case and jumped about without any smooth advance.

All this is what comes of calling the SHSBC materials "background" or "old" or "not used anymore" and other ways of selling Class VI short and of cutting checksheets down in Academies.

When lower orgs didn't do their grades you weren't any longer able to deliver. The pcs weren't prepared. If you didn't train auditors either because the course materials were "not used anymore" then there went your Tech.

There are signs of C/S desperation in this folder. All that's out is that this pc - like so many more - had all the lower grades very very out. In resistive cases, grades out is a major factor.

Repair

The repair of the SH situation lies in honest delivery, use of all materials in auditing and training, honest training using 2 way comm not ethics on slow students.

Retreads of a properly checksheeted SHSBC should be strongly advocated.

The situation is so far from hopeless that you can capitalize on it heavily.

Recall blown students and stop telling them how old it all is and get them to use it.

Get students to audit students for gain, not practice.

Get all brush-off quickie grade pcs back in and handled properly. Above, I give you a typical case analyzed from its folder.

To get such a case whizzing you would have to

(A) By prepared lists and ruds (properly assessed) repair past sessions and life.

(B) Complete Dianetics using triples to its end ability attained. Maybe 25 - 30 hours.

(C) Do every process of every lower grade on up. To each true E/P for the process and ability gained for the grade.

Do the remaining processes of the grade and rehab then those already "run".

(D) Check Power for EP and complete it if incomplete.

(E) Put back on R6EW to get a full result.

(F) Send to an AO.

This tech program applies to practically every pc that entered Scn after 1964.

Students

Retreads and recall of blows and the use of 2 way comm and repairing past propaganda that the material is no longer in use can get the SHSBC back in.

Situation

This is your general technical situation. SHs haven't had it all to the same degree of roughness - ASHO went completely mad a few months back and fed a "clear cognition" (evaluation) to all incomplete Dn pcs and told them they could not now have Power or upper auditing. This is being handled and the practice stopped.

"Quickie Grades" and unreal case programming must end not only in SHs but in Lower orgs.

There's a fantastic amount of work ahead of every SH to remedy the matter in SHs and by furnishing real VIs to get tech in in lower orgs.

I care not whether the program is popular. I only care that it is honest and beneficial and will recover our tech and stats.

L. RON HUBBARD
FOUNDER

LRH:iw



L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 7 SH

18 April 70

To: All Staff
OES SH
Tech Sec SH
Qual Sec SH
Cse Supers SH

From: Ron

Subject: SHSBC

I've got some reports here that the SHSBC is a bit floppy.
It may be the reports are a bit old.

I'm sure no one there at SH would intentionally let me down.

The SHSBC original was my own course for a very long time.

It should be a sparkler.

Any poorly attended course can be made into a well attended course by snapping it all up at every point.

All processes on the old SHSBC are now valid. Class VI is IN as the class again.

You have the most complete process library.

Use this to get students in.

And get the course very sharp. High interest from Supers to students. Top service. Two way comm with slow students. Be friendly. Use more supervisors.

Run a campaign to get back all past blows by using 2 way comm and w/h pulling.

Summer is coming on. Let's boom the place with UK students.

Love,
RON



L. RON HUBBARD
FOUNDER

LRH:ks

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 3 SH, 1 AOSH DK, 1 ASHO

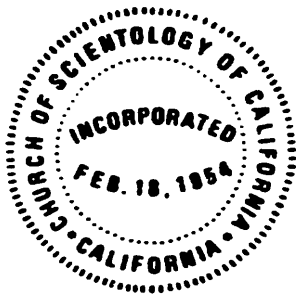
29 November 1969

Ltr Regs
Regs
Tech Sec
OES

R6 E W

The Dianetics HDC is REMOVED AS A REQUISITE in
Solo Grade 6 Course SHes.

The processes for the level are to be removed
from the packs and given to the pc when he has passed
study requirements for the grade and when he is ready
to run his Solo.



L. RON HUBBARD
FOUNDER

LRH:fw

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 1 PUBS US AND DK
1 ASHO 1 AOSHDK

28 July 1972

URGENT

To: Pubs Executives

Subject: CATALOGUE PROJECT

SITUATION: I have been examining merchandising catalogues to find what in catalogues makes people buy or not buy.

WHY: Catalogues which do not fully describe materials or offer all items available do not get public purchases.

IDEAL SCENE: Catalogues which fully describe and list all merchandise, are easy to read and elicit org and public purchasing in high volume.

As this applies to PUBS:

HANDLING:

An inspection of the 1971 Catalogue of SPO A/S No. 1 - 1971 finds the following outnesses: "SPO A/S" at top of cover gives a Mis U to start with. The gold printed 1st page with a poem on it can't be read at all. There is a lie on the next page saying all these items are in stock and will be shipped in 24 hours. It does not start with the first 2 books (Original Thesis and Evolution of a Science) but with 1956 Fundamentals of Thought. THERE IS NOT ONE DESCRIPTION OF ANY TAPE. The Wash DC Congress in Color is not mentioned.

The second catalogue, the current one, has no catalogue number. It is slanted only to orgs and starts with the words on pg 1 "BOOK INCOME" so can't be used to individual buyers. Its books are listed out of sequence. It mentions NO TAPES AT ALL. IT MENTIONS NO FILMS. If you cut the order blank the book would go to pieces.

These are the faults. They have cost Pubs a fortune.

THE PLUSPOINT IS THAT THE CATALOGUES EXIST AT ALL.

1. At once the C/O Pubs in US and DK are to independently assign personnel to get the Catalogues redone. _____
2. TWO separate catalogues are to be issued by both US and DK. One for orgs, one for public. A dummy is to be made with each fault listed above remedied. _____

3. The public catalogue is to be very thin No. 10 envelope size, (same size as the SPO A/S No. 1 - 71) and easy to mail. It is to have no items the public or Franchises would not buy (like certs, pro course books, etc.). Each item is to be the subject of a short sales talk including tapes and films. The cover is to be red. CATALOGUE PROJECT. _____
4. The org catalogue is to be in a yellow cover, able to go in a No. 10 envelope (same size as the original SPO A/S No. 1 - 71). It also describes every item and tape and film and includes all items orgs would buy, with all descriptions of how to buy. CATALOGUE PROJECT. _____
5. A separate order form on yellow paper is to be mocked up for orgs of a size to fold several loosely into a catalogue. These give adequate quantities and discounts. CATALOGUE PROJECT. _____
6. An order form on pink paper is to be mocked up for loose stuffing in the public or Franchise catalogue. This has the time honored form "check off the items you have" and gives a column for it and "I order these" giving column and cash price etc. for it. (This is the successful SH mailer form.) CATALOGUE PROJECT. _____
7. The dummies are to obtain I/A as per this ED from Flag. CATALOGUE PROJECT. _____
8. Print enough for mailing and for stock. CATALOGUE PROJECT. _____
9. Mail to the appropriate mailing lists with order forms in them. CATALOGUE PROJECT. _____
10. Send Orgs quantities of the individual (red) booklets and order forms. CATALOGUE PROJECT. _____
11. Report Pjt complete to CS-7 Flag. C/O. _____



L. RON HUBBARD
FOUNDER

LRH:nt:iw