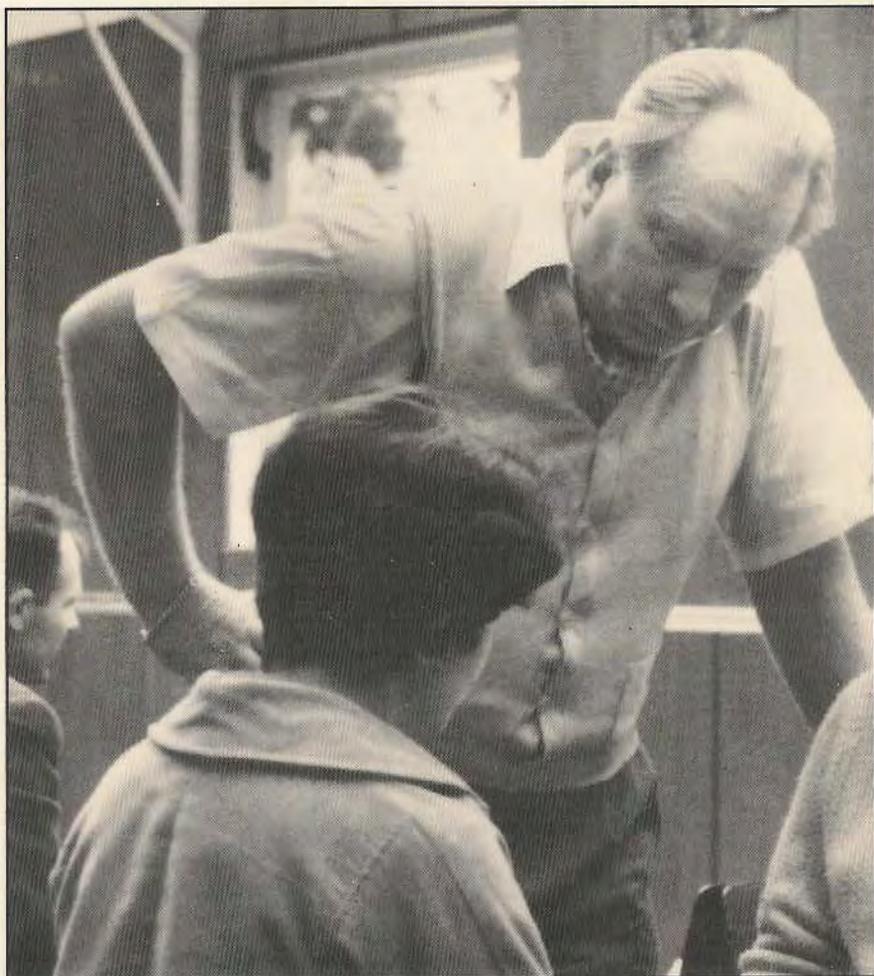


LRH™

Servicing and Caring for the Public

ISSUES FOR THE FLAG® LAND BASE





TO ALL FLAG LAND BASE STAFF

Dear FLB Execs and Crew;

It has always been LRH's intention that Flag be the Mecca of Technical Perfection and the Friendliest Place in the World. Flag itself epitomizes SERVICE and really CARING for the public.

Being the Top of the Bridge, only 100% Standard Tech and the highest standards of service are expected.

"FLAG IS THE TOP TECH ORG OF THE WORLD
AND IF THEY CAN'T DO IT, NOBODY CAN."

LRH ED 301 INT

This gives every staff at the FLB a star-high responsibility.

International management is counting on Flag to be a MODEL of true service, care for the public and Goodwill for the rest of Scientology International.

This pack has been put together for your use. It contains key LRH references to enable you to live up to the responsibility entrusted to YOU.

Every staff is to read and APPLY the data in this pack, starting NOW!

Do this, and the sky is the limit for the expansion of the Base.

Love,

Captain Guillaume Lesevre
EXECUTIVE DIRECTOR INTERNATIONAL

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 NOVEMBER 1968

Remimeo

SENIOR POLICY

We always deliver what we promise.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo HCO POLICY LETTER OF 31 JANUARY 1983
CORRECTED AND REISSUED 6 FEBRUARY 1983

(Corrects typo in paragraph 12)

THE REASON FOR ORGS

The *only* reason orgs exist is TO SELL AND DELIVER MATERIALS AND SERVICE TO THE PUBLIC AND GET IN PUBLIC TO SELL AND DELIVER TO. THE OBJECT IS TOTALLY FREED CUSTOMERS!

The first and all subsequent organizations of the Church were founded for this purpose *only*.

It was manifestly impossible for one being to individually train and audit 2.5 billion people. Time alone would have prevented it.

Thus help was needed.

Every post in every org exists to keep the org there and accomplish this.

You see, we are not dealing with "just another self-help subject" or a "make people feel better."

This universe has been going downhill for just *one* reason—lack of tech to resolve the problems of the mind and beings.

Recent research has confirmed this: There is nothing whatever the matter with the universe itself. But suppressive persons and groups have specialized in caving people in. *And* they had no tech whatever to *undo* their vicious actions.

So what emerged was a universal population stuffed with lies and artificial disabilities who have been brought almost to the point of obliteration.

For the first time ever—and this is confirmed with careful historical research—the tech exists to reverse this chaos.

An org and every staff member is there to get it applied.

Where we are this *instant* in time is at the reverse point of the universe. *You* are the one who will make it happen.

And you will do it by selling and delivering materials and service to the public you get in and keeping the orgs there so they can and will do it.

You have the tech now; you have the policy. It is *you* who are applying it.

And by applying it, you have it in your power to reverse the dwindling spiral that has gone on without pause for more years than you can get into an Earth calculator.

For the first time ever you have this chance. And it is *you* who, just by knowing and using relentlessly the policy and tech, will make it happen.

I have never lied to you or conned you and what I tell you now is true. I would be falsifying if I told you other than the facts in this policy letter. So there it is! It may seem large and awesome but it is a fact. You are not engaged in anything superficial.

And that is the reason posts and orgs exist: to change the course of all things past and send the whole of existence back upward from its long plunge.

Oh, of course the unholy will beg you not to do it, will try to pervert policy and corrupt tech, will cause trouble and mock and lie and try to discourage or stop you. But that's the reason things went bad—and those were the creatures that did it. And no objective worth obtaining was ever achieved without some barriers arising or industrious dedication.

So: Make it happen!

The stars wait!

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 13 JANUARY 1983
CORRECTED AND REISSUED 13 MAY 1983

Remimeo

(Reissued to correct typographical errors
in paragraphs two, three and four)

THE BUSINESS OF ORGS

Orgs are in the very new, for this universe, business of setting people free.

SPs will find all manner of reasons not to, for this is what they, with their own crimes, fear.

Thus it follows that they cut dissem lines, corrupt tech, suppress and confuse orgs, persuade people to be inactive and resort to other shifts, all quite "reasonable" and "logical" as to why this must be the way it is; so be alert to this and go ahead and set people free.

It's done with org services well delivered, on-policy, with standard tech.

So just do it, man, do it!

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 27 MAY 1971
CORRECTED AND REISSUED 7 OCTOBER 1985

Remimeo
HAS
Staff Hats

(Correction in this type style)

SERVICE

The essential ingredient of any post is SERVICE.

A hat essentially is CONTRIBUTIVE. It contributes to the general production of the TEAM.

CONTRIBUTISM is a philosophy in itself. You find it in The Factors. You also find it would apply in economics. One CONTRIBUTES. One is CONTRIBUTED TO. By others CONTRIBUTING TO others who then contribute back, one is also benefited.

When contribution is cut or not allowed, denied or withheld, one gets the phenomenon of ARC break in the form of cut C—Communication. (Where A is Affinity and R is Reality.)

ARC breaks precede harmful intentional acts.

Thus you can expect that when CONTRIBUTION is not balanced to some degree, trouble and upset occurs.

From such breakdowns we get the violence of strikes, political philosophies and even revolution.

A welfare state requiring no contribution will at length be paid in revolution.

A hat "worn" without contributing to the team or without contributing one's real efforts will cause (a) an upset and discomfort in oneself, (b) a harmful reaction from others and (c) reactions within the remainder of the team.

Morale is dependent upon PRODUCTION. Production is accomplished by numerous contributions of thought or effort.

Any existing organization or civilization is the sum total of its past and current contributors in terms of thought and effort.

Some contribute much, some little.

Rewards are not necessarily proportional to contribution and do not necessarily establish the degree of contribution.

Actually a "reward" is what one desires, not what is given.

Approval and validation are often far more valuable than material rewards and are usually worked for far harder than mere pay.

Even being part of an important team is a return contribution. Thus "customer approval" of the team is part of the rewards one achieves.

The subject of what one receives in return for contributing is as variable as the desires of Man.

Anyone who has a hat is expected to contribute the services outlined by the hat.

Other teammates and customers or clientele or "the public" expect a staff member to contribute his specialized services to those who seek them.

Thus SERVICE is a keynote of a hat.

Many years ago when I first looked this over, I had a high position of command. After a great deal of sorting out, I finally concluded that the only privilege it conferred on me was THE RIGHT TO SERVE. After that I could handle the post. And was happy with it.

Certain it is that degradation is inevitable when the Right to Serve is interrupted or denied.

It is worth thinking about in relation to happiness.

L. RON HUBBARD
Founder

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All Franchise
Holders

HCO POLICY LETTER OF 19 MARCH 1968
CORRECTED AND REISSUED 14 OCTOBER 1985

(Only changes are emphasis added to word in para 10 and 14)

(HCO Policy Letter of October 29, 1959, Issue II
amended and reissued)

SERVICE

It has come to my attention that some Central Orgs are not quick to furnish service and cooperation to franchise holders or field auditors, and also that these are sometimes upset with Central Orgs.

It is not true that franchise holders are all out to destroy Central Orgs.

It is not true that all Central Orgs are out to do in franchise holders.

Both Central Orgs and franchise holders are interdependent. Further, I have never intended Scientology orgs or groups to be bits of third dynamic each opposed. For nine years Dianetic and Scientology orgs and groups have tended to individuate to my sorrow.

We will win if we *are* Scientology, not a lot of isolated groups.

The watchword is SERVICE.

I don't care how many rules you break if they're broken to give unselfish service to one another and the public. We live for service not for rules.

If the combined power of all of us and all organizations were exerted as a shoulder to shoulder effort, we would take this planet just as we are and with no more than we know.

"Competition" is a trick of the weak to fetter the strong.

Where there's a group to be helped or a preclear to be processed or a student to be trained, see that it's done; and *if* it gets done don't count the costs in broken rules.

We are essentially an evolutionary group. All of us together. We must not fetter ourselves beyond increasing our own efficiency, nor must we entangle our purposes with arbitrary laws which do not further our cause.

Service is the watchword. Orderly service is preferable to disorderly service *but any* service is better than no service.

We are essentially breakers of "now-I'm-supposed-to's." Don't fall into our own new rituals so hard that we are no longer brave and effective.

Worldwide we are doing better today because of orderly comm lines and administrative patterns; we are making more headway and suffer less confusion, but *don't* worship our rituals. Be as orderly as you can. Follow our rules as best you can. But a rule can be wrong and service and our mission can never be wrong.

Use the rules until they prevent you from doing your job. But if these stop you, then to *hell* with the rules! Get the show on the road!

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 7 APRIL 1983
CORRECTED AND REISSUED 3 OCTOBER 1985

Remimeo
All Staff
All PRs
Div 6's
Class IV Orgs
Saint Hills
AOs
FSO
Missions

(Only correction is Exec Series number)

Executive Series 37

PR Series 48

GOODWILL

References:

HCO PL 10 Sept. 82	Finance Series 36 EXCHANGE, ORG INCOME AND STAFF PAY DELIVER
HCO PL 28 Feb. 65	Keeping Scientology Working Series 2
HCO PL 26 May 61 Reiss. 30.8.80	A MESSAGE TO THE EXECUTIVE SECRETARIES AND ALL ORG STAFF— QUALITY COUNTS
HCO PL 21 Nov. 68	SENIOR POLICY
HCO PL 2 Sept. 70	FIRST POLICY
HCO PL 17 June 69	THE ORG IMAGE
HCO PL 24 Aug. 65 II	CLEANLINESS OF QUARTERS AND STAFF—IMPROVE OUR IMAGE
HCO PL 11 Dec. 69	APPEARANCES IN PUBLIC DIVS

The amount of public demand for service and your future income are both largely dependent upon GOODWILL.

Goodwill is the reputation an organization has with its publics for integrity, good service, prompt bills paying, high quality delivery, friendliness, etc.

Excellent technical delivery is what generates a blaze of goodwill and PR that spreads by word of mouth like wildfire.

Events, open houses, tours, film or slide presentations—all such activities serve to generate public interest and goodwill.

Training and processing are commodities that are far, far more desirable than anything else this world has to offer. And when they are delivered with superlative technical application with the out-of-this-world gains that are possible, you would drum up so much public support that you would soon have an army of ardent supporters outside your door, no matter how much the psychs and press railed about us (even if they are still around to do so).

PR

Good technical delivery makes it possible to have good "PR" (public relations). By definition, PR is the art of making good works well known. It is effective cause well demonstrated. When technical is creating miracles on a regular basis, it is simply a matter of making this broadly known. Your public will even do it for you on a "word of mouth" basis.

WORD OF MOUTH

Almost all Scientology prospects come from people who have had service who are urging other people to have service or read books on the subject. That is called **WORD OF MOUTH**. Word of mouth comes from having numerous people in the field who are happy and cheerful and satisfied with their service and who are active in the fields of Dianetics and Scientology. There is where the bulk of your income comes from.

Word of mouth is a superior form of advertising to newspaper, radio and TV ads. People tend to believe their friends. They are skeptical of advertising. "It worked for Joe, it will probably work for me" is what people think. And in Scientology they are correct.

When word of mouth and PR have been in neglect, it will be because the org has not worked on the basis of goodwill and has let its tech go out (and is therefore costing itself a mint). This applies to all organizations and missions all the way up to the FSO and includes other units and networks as well.

The "word," whether good or bad, spreads like wildfire. That's why you'll never see anything empty out quite as fast as an Academy that is run nonstandardly; or conversely, anything fill up as quickly as a tightly scheduled, smartly run, in-tech Academy.

SUMMARY

Other factors also enter in where goodwill, word of mouth and PR are concerned. The public, in dealing with the business world, has grown to expect clean, pleasant quarters and smart, friendly service.

There is nothing as destructive of goodwill as dirty quarters, sloppy, "help yourself" service and an unfriendly staff.

Clean quarters, professional conduct, good service and above all, a friendly staff, all go a long way to promoting goodwill.

It is not only the job of the Public Relations Officer to secure goodwill. It is part of EVERY staff member's job to help build goodwill for the organization by doing those things that will cause the public to think well of it, and by refraining from doing those things that would result in bad PR for the organization.

Above all, it is every staff member's primary concern that the organization is delivering the best tech quality possible. This point *IN* is *the* source of goodwill.

You must take a hand in creating goodwill. It is YOUR org!

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 26 MAY 1961
REISSUED 30 AUGUST 1980

Remimeo
All Staff
Tech Hats
Qual Hats

(Reissued as part of the
Keeping Scientology Working Series)

Keeping Scientology Working Series 2

*A MESSAGE TO THE EXECUTIVE SECRETARIES
AND ALL ORG STAFF*

QUALITY COUNTS

Clearing is now in the reach of every Scientologist.

Excellent auditor training is now in the reach of every Academy.

And these are the only things in the long run that will count.

When I see an organization staff panting after newspaper publicity or going mad on the subject of dissemination, and at the same time turning in to me bad results and poor student quality, I know somebody has their targets mixed up.

Quality is the *only* thing that counts. If quality in training and processing is not given first rank and constant priority by secretaries or Executive Secretaries, then all the administration in the world will not make the grade for any Central Org.

Deliver the goods. That's a crude way to put it. But if you want a new and better civilization, you won't get it by advertising or worrying what people think of you. You will get it only by releasing and clearing people and sending them out into the society to get the show on the road in all branches of human activity, including Scientology.

I know we have been a long time without clearing people. But we're clearing them now. What does it take to clear people? It takes highly skilled and tightly supervised auditing. It takes good technology. It takes good technical application.

If you'll forget about how easy it is to mob students all up in a class and actually confront each student as an individual, make sure he knows every essential step he has to know, make sure *all* his questions get answered, you'll have auditors that can audit.

Will you *please* put attention on raising technical skill in the HGC, releasing people, clearing people, and on the quality of training in the Academy to the end of getting every student capable of all the steps necessary to release people.

I have made the grade technically in the field of research. Now it's time to drop all the booboos and nonsense. All you have to do in an org is release and clear people and turn out auditors who can release people and keep in contact with the public and treat them well and you're over the top.

This morning I received a cable from an org. An urgent cable. Did it say "How do you assess for a Prehav level" or something sensible? No, it didn't. It said, "Send us some biographical data for a newspaper article." I spit. That org is doing the lousiest job possible in technical and is all worked up to get publicity. What's this? *Do* they think a society in this shape will approve Scientology into power? Hell no! And to hell with this society. We're making a new one. So let's skip the approval button from a lot

of wogs and settle down to work to make new people and better people. *Then* maybe you'll have a society.

Right here and right now this policy is laid down in concrete with an atomic branding iron: **THE FIRST AND PRIMARY GOAL OF AN ORGANIZATION IS DELIVERING THE FOREMOST TECHNICAL QUALITY THAT CAN BE DELIVERED IN ITS AREA.**

All right. I've made my technical target bang in the bull's-eye. You can release and clear. You can train auditors well. Well, Christ! Let's do it, do it, do it!

L. RON HUBBARD
Founder

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HCO BULLETIN OF 15 JANUARY 1970

ISSUE II

REISSUED 30 AUGUST 1980

Remimeo

Registrar's

Hat

Ltr Reg Hat

OES Hat

Tech Sec Hat

Qual Sec Hat

Dir Success

Hat

Dn C/S

Checksheet

(Reissued as part of
Keeping Scientology Working Series)

Keeping Scientology Working Series 17

HANDLING WITH AUDITING

There is no reason or excuse not to actually HANDLE a pc's desire or complaint with auditing.

By handle is meant finish off, complete, end cycle on.

To give you an idea of the reverse - in admin we sometimes find terminals that refer despatches to others, let them drift, give excuses why not. This all adds up to NOT HANDLING. This is the basic reason for DEV T (Developed, meaning excessive, traffic). Like the stationery company writes somebody in the org to please specify the number of sheets wanted. So whoever's hat it is refers it to somebody else who refers it to another who fails to answer. In this way, the org can look industrious while accomplishing nothing. Nobody HANDLES it.

You can get a similar situation going with pcs. Nobody HANDLES the pc. And if you keep this up, your whole area fills up with unhandled pcs, the org's repute goes down and stats eventually crash.

The org is being paid to HANDLE pcs. It is not being paid to put them off or explain or let them drift away.

Here is an example from the early 1960s. An org had it going that anybody who was feeling bad and demanding help got a review. The review consisted of a Green Form to F/N. While this would clean up an ARC Brk or PTP or a poor prior session, it sure wasn't about to remedy a feeling of nausea. So a pc would come in with a feeling of nausea. He would be sent to Review, get a Green Form and F/N on an ARC Break. Then Review would shrug off the fact that the pc was still nauseated by saying all it could do was a GF! In short, it wouldn't handle the pc.

Another recent case - pc with migraine headaches. Got some (evidently poor) Dianetic Auditing. No change. When the pc's friend complained, he was told it was "the illegal life she was living" and no action was taken. So the pc went to another org and there they refused auditing due to painkillers (instead of waiting 2 or 3 days until it wore off).

These are cases of NOT HANDLING.

The idea of non-handling can also go into fees. A pc once paid a Franchise for auditing to be done in an org. The Franchise did not forward the fee so the org sent the pc back home.

Service and HANDLING are the same thing. When you give service you handle.

There are thousands of ways of not handling. Letting backlogs occur in Tech and Qual is probably the most serious to org income and to field repute. Also if a person is goofed up in Tech he probably is suffering and to be put off in Qual for any reason at all is a severe blow to the org. A 3 hour Qual backlog is too long.

So, part of HANDLING cases is HANDLE N-O-W!

I recall a Qual backlog I once found of 10 pcs. They were of all varieties - but the main fault was just nobody had the idea except the pcs that they should be handled NOW. And HANDLED. I sat down and did four of them in the next four hours and grabbed off auditors from Admin and Exec areas and handled the rest. Within 6 hours of finding this backlog, they were all HANDLED, happily, finally and wholly satisfied.

What was required was (a) a determination to handle cases, (b) a surety they could be handled and (c) the actual handling. All three points are needful.

Only two things prevent the above. When the help factor is low in the org or its auditors, there is no real determination to handle cases. A commercialism enters where the payment of the money is more interesting than the delivery of the service. This is self-defeating. One has to have the money but one won't continue to get money unless one is vitally interested in actually delivering service - which means actually handling the cases.

The certainty that one can handle cases depends in the main upon good training and exact application of the technology. There can be an awful lot of tech to apply but the point is to apply the tech that is applied with exactness. "Squirrelling" is not really different processes - it is careless, incomplete, messed up auditing procedure. An auditor auditing a process that reads with excellent TRs to an F/N with good indicators seldom has any loses. But even given good procedure, one occasionally gets a lose. This tends to reduce one's certainty that he can get a result on a pc. Usually it isn't one's own pcs that cause this - it's hearing about some pc who didn't get a result, but not hearing the whole story.

If one's command of the subject of auditing is poor he doesn't recognize why there was a lose. A pc lies about having eaten or slept or is being audited on someone else's determination or some such thing and because of these, the pc gets a lose. This causes the auditor to have a lose.

Some auditors can get 20 wins and 1 lose and then mourn only about the 1 lose.

What is missed here - with pc loses - is that it is almost always a short-term lose. They lost in this one but nobody thinks to KEEP AT IT WITH DIANETICS AND SCIENTOLOGY UNTIL IT'S A WIN.

I've seen somebody audited for years before he finally and forever lost his chronic trouble. He would get better and then relapse, never quite so bad. And finally he recovered totally.

So there must be some idea extant amongst auditors that all "wins" in auditing must be fast, total and appreciated volubly. This isn't always the case. In fact, it is in the minority.

So an auditor's and an org's certainty should depend only on being certain of eventual permanent result and to be very extra happy when it is fast, total and appreciated.

To handle a case one keeps at it. So the pc got an intensive. So the pc wasn't handled in that intensive. Well, one doesn't just dust it off and say that's it forever. The Case Supervisor looks harder and gets the Registrar to get more auditing bought.

If Dianetics didn't handle, Scientology will. If this process didn't handle completely, that process may.

This is the winning attitude. I know one case that's still goofed up after a decade. The medics put a steel pipe in his leg bone. He won't get it taken out and insists on auditing only. So every few months somebody tries again. Sooner or later this case will be handled. The point is to keep trying to handle, not dream up reasons it can't be.

Auditors brought up with the idea that 5 hours of auditing should always resurrect a decayed corpse haven't been brought up right. Some SP around them has been making demands of the subject and auditing that BUILD IN LOSES.

Girl with migraine, 15 hours of Dianetics, still has migraine. Okay. So we don't brush her off. We get her to buy a good long Scientology intensive and do a full "GF 40". Still has migraine. So we now do another Dianetic Intensive.

We don't mislead her. We say, "Okay, you want to get rid of your migraine. So we'll stay with you if you'll work along with us as long as it takes. It might happen fast, it might happen slow. You might have to go all the way to OT Grades. But we'll try all the way."

A Registrar that promises instant miracles is cutting the Tech Sec's throat and the GI as well!

The condition can be handled. The whole point is, for the good of the pc and the org it eventually must be handled.

There are literally thousands of processes and approaches available for use.

The pc expects the condition to be handled. So one way or another one gets the pc handled. To do otherwise is to court disaster for the org.

Now and then a pc gets away, nearly always because of errors that get the pc upset with the subject of auditing, never when the org wasn't still trying to handle. A session was goofed and not repaired, somebody in the org inferred the condition couldn't be handled, that's the sort of thing that loses pcs.

Keep on trying to handle and you will succeed.

Auditing is remarkable enough already not to cripple it by leading pcs to expect instant results every time.

But the main point is, you audit a pc with Dianetics and Scientology until the pc's case is handled.

And sooner or later, it will be.

SEA ORGANIZATION
EXECUTIVE DIRECTIVE FLAG

ED 459 - 37 FLAG

18 April 1975

BONUSES = DELIVERY

So long as delivery of services remains low in the FSO, FSO bonuses can't be paid.

"Income" on undelivered services is sometimes subject to refund and is a deposit, not really income.

Bonuses are over and above operating expenses, thus real income has to be above operating expenses.

All services contribute to delivery. For instance a not-overheated HCI with comfortable chairs is up to the E/R, Dept 11 and Dept 9. Yet if a hot HCI with uncomfortable chairs exists, public delivery will go down.

For instance, Div 2 FSO was misdefining "Hot Prospect" as someone who had expressed an interest in training or processing, the Class IV Org definition, not the AO-SH definition which is someone who says he is coming. This has been handled. But it shows a lack of hatting by HCO so that lines can move. So hatting leads to delivery.

There are no posts in the FSO that do not directly contribute to delivery!

It is not "someone else's" job to get paid delivery done.

I want to see bonuses earned and paid.

This may seem odd. I do not get my own income on this line and my last bonuses were contributed to buy a drug store soda fountain for the Canteen - which has never been bought and the money is still there.

So it's your hats to earn FSO bonuses, really. I worked out how they could be made.

So accept the delivery hat on every FSO post and get the show on the road.

The data on how to run an org is all in the OEC volumes and how to run a ship is in the FOs.

What can you deliver from your post that would add up to service delivery?

L. RON HUBBARD
COMMODORE

LRH:nt:sk

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 FEBRUARY 1965

Remimeo

DELIVER

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

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

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

Delivery, if not done swiftly and cheerfully and effectively, balls up the lines, retards growth and keeps everyone marking time.

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

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

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

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

Promote, organize and *deliver*.

We can now deliver technically.

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

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

On people who have been scattered through one or another of the levels, finish up anything missed in the lowest level, then the next level, then the next, etc. When a pc has completed IV finally, be sure your staff can do VI on him.

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

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

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

You're selling wins. Deliver them.

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

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

That's all.

Let's go.

L. RON HUBBARD
Founder

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 SEPTEMBER 1982

Remimeo
All Staff

Finance Series 36

EXCHANGE, ORG INCOME AND STAFF PAY

Sometimes the question of staff pay arises although, by survey, the condition with most staffs reportedly is secondary to org income and getting a show on the road.

So it is of interest what really underlies org income and staff pay.

There is a term used in business called "fair exchange."

Let us apply this to an activity engaged in servicing the public.

We can isolate four conditions of exchange.

1. First consider a group which takes in money but does not deliver anything in exchange. This is called rip-off. It is the "exchange" condition of robbers, tax men, governments and other criminal elements.

2. Second is the condition of partial exchange. The group takes in orders or money for goods and then delivers part of it or a corrupted version of what was ordered. This is called short-changing or "running into debt" in that more and more is owed, in service or goods, by the group.

3. The third condition is the exchange known, legally and in business practice, as "fair exchange." One takes in orders and money and delivers exactly what has been ordered. Most successful businesses and activities work on the basis of "fair exchange."

4. The fourth condition of exchange is not common but could be called exchange in abundance. Here one does not give two for one or free service but gives something more valuable than money was received for. Example: The group has diamonds for sale; an average diamond is ordered; the group delivers a blue-white diamond above average. Also it delivers it promptly and with courtesy.

Now, believe it or not, org income and staff pay depend upon *which* of the above four exchanges is in practice by (a) the org or group; or (b) the staff member in the group.

If exchange number 1 is in vogue, income will dry up with a thoroughness you wouldn't believe. Although the TV and movies try to tell one that robbery is the only way to get rich, this is not true. Those who engage upon it, whether they be stickup men, corporate con men or governments, are not long for this world. The bigger the group, the longer it takes for it to fall, but fall it assuredly does. And the individual who takes but does not give ends up with a deep-six in many ways quite rapidly.

The second condition of partial exchange can only keep a group or individual going just so long. The end result is painfully a demise of status or position and, most certainly, income. Many "third world countries" and even the bigger ones are in this plight right now. They take in but do not really produce or give. This is what inflation is all about. Unemployment ranks are full of such.

The third condition of "fair exchange" gives one a rather level progress. It is considered "honest," is socially acceptable and very legal under law. It does not, however, guarantee any expansion or improvement of a group or the lot of a person. It is barely comfortable.

The fourth condition is the preferred one. It is the one I try to operate on and have attempted to for ages. Produce in abundance and try to give better than expected quality. Deliver and get paid for it, for sure, but deliver better than was ordered and more. Always try to write a *better* story than was expected; always try to deliver a better job than was ordered. Always try to produce—and deliver—a better result than what was hoped for.

This fourth principle above is almost unknown in business or the arts. Yet it is the key to howling success and expansion.

It is true for the org, it is true for the individual staff member.

Where a group is concerned, there is another factor which determines which of the four above is in practice. It is group *internal* pressure. Where this only comes from executives, it may not get activated. Where it comes from individual group members in the group itself, it becomes assured. The internal demand of one staff member to another is what really determines the condition of the group and establishes which of the four conditions above come into play.

Thus the org collectively, in electing which of the four principles above it is following, establishes its own level of income and longevity and determines its own state of contraction or expansion.

While this is a must in an executive—to establish the principle being followed—the *real* manifestation only occurs from pressure by individual staff members or others within the group.

Unions and workers in the auto industry elected to follow exchange number 2 above. This brought about the decline you see in auto companies. Had they elected to follow number 3 they would not be in trouble. Had they elected to follow number 4 they would now be in clover for the world today does not really have a truly good, economical, wreck-free car.

It is up to the individual staff member in a group what the group income is and what their own staff pay is. The org cannot earn more and the individual staff member cannot be paid more than will be established by which principle above they elect to follow.

If they follow number 3 they will get along. But if they follow number 4 they will really flourish and prosper. *And* it is the only one which guarantees expansion.

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HCO POLICY LETTER OF 25 MARCH 1971

Remimeo

Org Series 26

VALUABLE FINAL PRODUCTS

By definition, a valuable final product is something that can be exchanged with other activities in return for support. The support usually adds up to food, clothing, shelter, money, tolerance and cooperation (goodwill).

On an individual basis this is easy to grasp. The individual produces a product or products which, flowed into the dept, div, org, company, community, state, nation or planet, then returns to him his pay and goodwill or at least sufficient goodwill to prevent his abandonment or destruction.

Long-range survival of the individual is attained in this fashion.

A valuable final product (VFP) is valuable because it is potentially or factually exchangeable.

The key word in this sense is EXCHANGEABLE. And exchangeability means outside, with something outside the person or activity.

A valuable final product could as easily be named a VALUABLE EXCHANGEABLE PRODUCT.

Sanity and insanity are matters of *motive*, not rationality or competence. The sane are constructive, the insane are destructive.

Thus insanity on the part of the potential receiver of a VFP can prevent an exchange of a final product the receiver should be able to use and for which he should be willing to give active support and goodwill to the producer. Example: Man starving; you try to sell him good food at reasonable price for which he has money to pay. He tries to shoot you and destroy the food. This is insanity since he is trying to destroy the product he needs and can afford.

Crime is the action of the insane or the action of attempting seizure of product without support. Example: Robbers who do not support a community seek to rob from it supporting funds.

Fraud is the attempt to obtain support without furnishing a product.

Sanity and honesty then consist of producing a valuable final product for which one is then recompensed by support and goodwill, or in reverse flow, supporting and giving goodwill to the producer of the product.

Ethical basics, morale, social subjects, law, all are based on this principle of the valuable final product. Previously it has been "instinctive" or "common sense." It has not before been stated.

Civilizations which facilitate production and interchange and inhibit crime and fraud are then successful. Those that do not, perish.

Persons who wish to destroy civilizations promote departures from these basic rules of the game. Methods of corrupting fair interchange are numerous.

The FACTORS are the first appearance of these principles.

The theory of the valuable final product is an extension of the FACTORS.

Parts of organizations or organizations, towns, states and countries all follow the principles which apply to the individual.

The survival or value of any section, department, division or org is whether or not it follows these principles of interchange.

The survival or value of any town, state or country follows these principles of interchange.

You can predict the survival of any activity by confirming its interchange regularities or can predict its downfall by irregularities in this interchange.

Therefore it is vital that a person or a section, department, division or part of an org or an org figure out exactly what it is interchanging. It is producing something that is valuable to the activity or activities with which it is in communication and for that it is obtaining support.

If it is actually producing valuable final products then it is entitled to support.

If on the other hand it is only organizing or hoping or PRing and is not producing an interchangeable commodity or commodities in VOLUME or QUALITY for which support can be elicited and even demanded, it will not be VIABLE.

It doesn't matter how many orders are issued or how well org boards are drawn or beautiful the plans to produce are made. The hard fact of production remains the dominant fact.

How well organized things are *increases* production volume and *improves* quality and thus can bring about viability.

But it is the valuable final product there and being interchanged that determines basic survival.

Lack of viability can always be traced to the volume and quality of an actual valuable final product.

Hope of a product has a short-term value that permits an activity to be built. But when the hope does not materialize, then any hoped for viability also collapses.

One then must organize *back* from the actually produced product.

For instance, a technical subject is capable of producing an exact result.

IF persons are trained to actually produce the result AND THE RESULT IS PRODUCED, then one can exchange the technicians with the community for support.

If the result is produced (by training the technicians well), then the result can be interchanged with an individual for support and goodwill.

Where any of these factors suffer in volume or quality, then an interchange is difficult and viability becomes uncertain.

As individuals, communities and states are not necessarily sane, upsets can occur in the interchange even when production is occurring.

Therefore the producer has a stake in maintaining the sanity of the scene in which he is operating, and one of his valuable final products is a scene in which production and interchange can occur.

The basics of valuable final products are true for any industrial or political or economic system.

Many systems attempt to avoid these basics and the end result would be disaster.

The individual, section, department, division, org or country that is not producing something valuable enough to interchange will not be supported for long. It is as simple as that.

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HCO POLICY LETTER OF 28 FEBRUARY 1980

Remimeo

Org Series 41
Finance Series 25
Executive Series 21

PRODUCTION AND ONE'S STANDARD OF LIVING

Refs:

HCO PL 19 Mar. 71RA II	Finance Series 7RA BEAN THEORY—FINANCE AS A COMMODITY
HCO PL 9 Mar. 72 I	Finance Series 11 INCOME FLOWS AND POOLS— PRINCIPLES OF MONEY MANAGEMENT
HCO PL 27 Nov. 71	Exec Series 3 MONEY
HCO PL 3 Dec. 71	Exec Series 4 EXCHANGE
FEBC Tapes	

(NOTE: I realize that management units, orgs and staffs are daily pounded with false economic data. The real facts of life collide with much false data. Such crippling data comes from many sources—school, advertisers, government, bankers, propagandists, even parents who insisted Johnny be a doctor so he could “live well,” or set a horrible example themselves. Many have had a hand in messing up people’s wits on the subject. It is a factor in inhibiting the individual prosperity of executives, staff members and orgs. Where an area is not prospering, this PL should be starrated on its people and the false data they have on this subject stripped so that they then can prosper as they should.)

“Standard of Living” can be defined as the relative quality of a person’s or group’s possessions, quarters, food, equipment, tools and conditions of their area of work and existence. It is the state of the person’s living, including working, environment. Where its potential continuance exists it is related to survival. It is a basic natural economic law that personal production of VFPs and one’s standard of living are intimately related.

This applies to the individual as well as the team.

Where violations occur, inequities exist.

At a personal level one must produce in excess of his standard of living just to retain and maintain it.

Actually, the “excess” means that because of overload, taxes, services, plant, utilities, raw materials, machine and other costs additional to his own work sphere, a person cannot expect to get the full value of his VFPs all to himself. That is not economically feasible. The “excess” varies from post to post and job to job but is never less than 5X minimum. In industry it is considered to be at least 10X to maintain company standards and solvency. The “excess” can be very high indeed in some industries. But in any case any idea that it should be one for one is fatal. People who know little of economics or management sometimes propose a worker should get the full value of his VFPs—but all work and all VFPs require support services and to neglect these would quickly bring on poverty. Even when working for oneself alone, these “excess” factors exist and seldom drop below 5X as one still requires support services. Corrected gross income divided by staff has to be at least 5X the cost of the standard of living of the individual staff member for that standard to be barely

maintained. This does not mean staff pay should be 1/5 of that figure. It means that all the things (pay included) that go into maintaining their welfare and work environment would have to be covered by 1/5 of that figure. A fairly efficient and prosperous org with a hatted, industrious, gung ho staff can very easily maintain quite acceptable standards at 1/10 that figure. The actual cash value of every piece of work done by a person can actually be calculated. It is intricate and tricky to do and much subject to over and under estimation but it can be done. It is not vital to do this but one might just be curious about it. If so, do it for yourself. Thus VFPs can be priced against what they bring in as part of the overall scene even when they seem indirect. All the above figures are very rough and subject to variation but this gives you some idea of what is meant by "excess" in that law.

Where a number of people in a group or on a team do not produce VFPs in excess of their standard of living they depress the standard of living of the group or team.

Where some in a group do not only not produce VFPs but produce overt products, they actively depress the standard of living of everyone in that group or on that team.

Many economists and theorists seek to avoid that law. They do it to gratify politicians or aggrandize some false philosophy whose true purpose is suppression under other colors. But the law remains and its violation breeds an epidemic of economic ills. Amongst such ills are inflation, superbureaucracy, chaos with the marketplace and a decay of the civilization.

When a whole society demands a high standard of living and yet doesn't concentrate on the personal production of VFPs, it is finished.

Products are the basis of a standard of living. They don't appear from midair. They come from work truly done. Not from hope or false data.

It is a druggie's dream that machines, computers, under the dictatorship will do it all. Machines can raise a standard of living by assisting in production. But they can't do Man's living for him. Intelligently designed and used, they permit, within limits, increases in population. But machines are just tools. They have to be thought up, designed, built, run and serviced and their raw materials and fuel have to be found and delivered and their products promoted, delivered, used and often in their turn serviced. The machine age was actually recognized as failed when world leaders first began to urge population reduction on the planet to "improve the individual standard of living." If machines were going to solve it all why is the civilization now in such a steep decline? It took producing men *working* in and with a machine age to make the society go. Not idle mobs on welfare expecting a high standard of living while a few guys work their guts out. Pie in the sky is nice but did anyone ever get to eat it? This misinterpretation of the machine age was a heavy violation of the above economic law. But the real harm of the machine age was creating a false belief that one did not have to produce much to survive. This lowered people's estimate of how much they would themselves have to produce to survive, much less have a high standard of living. Factually one normally has to work fast and expertly and in high volume to bring about any acceptable standard of living for himself and his group. This is a point the machine age obscures. But it remains vividly and demonstrably true.

An executive who works hard yet wonders about his own low standard of living should look over his people to find those who are not producing VFPs or who produce even overt products while yet demanding a living. *They* are absorbing the potential raised standard of living of the group.

Where a group has a very low standard of living, it need only review the above law and its potential violations to understand why.

One cannot, in fact must not, increase the standard of living of a group in ways that violate the above law. It will eventually bring calamity on that group.

In a society led astray by crackpot economics, violations of the above law create a vast number of wrong examples. The rich (most of whom work like mad) are seen as idle or even criminals. The best way of life is made to appear to be idleness. One seems to be owed a living without any effort on his own part. The producing worker should be fined by higher taxation. These are not seen to be simply false data spread about to

wreck the place but are held as "truths." And in their wake comes a funeral for that group or society.

There is even an economic theory spread about today called "equalitarianism." It declares everyone should get the same pay and have the same standard of living. It does not mention that anyone should do any work. It holds that the better worker should not be better rewarded. It would crash any society.

Then there is the "monetarist" who believes you can manipulate a whole society with money alone. And no thought of any production. His answer to production? (You won't believe this.) Decrease demand! In other words, reduce everyone's standard of living!

Basic economics eventually catches up with all these weird false pretenses. It may take time but, as in the law of gravity, the apple eventually falls no matter how many crackpots advance theories to say it can't fall, will go up, or vanish. Real basic economic laws are like that. They catch up. So don't wonder about inflation and depression and decayed civilizations. Basic economics caught up with the crackpots.

An executive has to pay attention to the basic law about a standard of living. If he doesn't pay close attention to it, the standard of living of himself and of his group will cave in.

He can be "a good fellow" and seek popularity by attempting to raise the standard above what is earned. He and his group will crash.

He can be foolish and seek to raise his own rewards above what he personally is earning in terms of VFPs. But both he and his group will fail.

He can ignore the real producers of the group and not see that their standard of living is comparable to their individual production. And he and the group will fail.

He can ignore the nonproducers and the overt product makers and by so ignoring them, tear his own and the group's standard of living to bits.

He can listen to a bunch of PR from a staff member about how valuable that staff member is and surrender to it without ever really counting up the real VFPs that staff member is not producing (or even preventing). (It happens.) Only real VFPs count.

He can work himself half to death without demanding production from others and have his own standard of living crash.

There are swarms of false data flying about today on this subject. It is taught in schools, the very best schools; it is heard on the radio and seen on TV and in the papers. The civilization, as it caves in, is blinded by literally thousands of false ideas about what and how a standard of living occurs. These, where they conflict with the basic law, actively prevent one from prospering as they blind him to the truth of his scene.

In an org or management unit in Scientology, the real VFP is valuable fine people who produce valuable final products who then make up a valuable fine public. Every piece of work and duty in a management unit or an org contributes to that.

The standard of living of an executive, a management unit, an org or a staff member is determined by that one basic economic law: The personal production of VFPs for the group and one's standard of living are intimately related.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 APRIL 1973
Issue I

Remimeo CORRECTED AND REISSUED 15 OCTOBER 1985
(Correction in this type style)

GOOD SERVICE

(LRH ED 74 Int of 23 December 1968
issued as policy)

The public expects good service. By this they mean positive scheduling, accurate billing, accurate addressing, good technical rendition of training and processing.

The most frequent source of ARC breaks with the public, as has been pointed out many times in policy, is **INACCURATE BILLING**. This is handled by an invoice filing system and every person who buys anything has a folder *in Accounts* if he pays more or less than the actual cost of service. Giving credit is seldom done these days except in Qual. You can lose money and customers by inaccurate billing.

A second cause of ARC breaks is a person's name in the mailing address list twice or three times so he gets 2 or 3 mailing pieces.

A third cause is Letter Reg letters writing to offer a service the person has already taken. This only happens when Letter Regs write without the person's folder before them or when CF is backlogged.

A fourth cause is failing to answer a person's questions in letters.

Another cause is an ethics injustice.

Another is making it hard for people to help—too tough an Issue Authority.

Most orgs do face-to-face handling extremely well. It's the accounts, mailing and admin bits that go slack.

A source of down stats is *making* CF into "hot" and "cold" files and failing to write the cold ones. It's illegal to put tons of CF folders off the line. It ARC breaks people also not to hear at all.

Scientology org staffs do remarkably well.

It is almost unreasonable of the public to complain of things like billings as we always correct them. But the public does have for comparison sleek admin from airlines, etc.

I regard attacks on or criticisms of orgs and staffs as a personal affront actually, and when somebody complains too hard about an org, I usually ask him why he or she isn't on staff straightening it up and making it go right. I recommend that approach to the critic.

And I also recommend admin attention to the items above.

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SEA ORGANIZATION

FLAG ORDER 340

January 3, 1968

SPEED OF SERVICE

In the matter of courses and students SPEED of service is of vital importance.

The prosperity of a business is directly proportional to the speed of flow of its particles (despatches, cables, goods, messengers, students, customers, agents, etc.).

To prosper, service must be as close to instant as possible.

Anything which stops or delays the flows of a business or delays or puts a customer or product on WAIT is an enemy of that business.

Good management carefully isolates all stops on its flow lines and eradicates them to increase speed of flows.

Speed of service is of comparable magnitude to quality of service and where exaggerated ideas of quality exist they must become secondary to speed.

Only then can a business prosper.

L. RON HUBBARD
COMMODORE

LRH:lw:nt:iw

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

ORG FLAG OFFICER BULLETIN

Number 7

CUSTOMER SERVICE

A survey some time ago showed what the Public most liked about orgs.

It was FRIENDLY SERVICE!

When you realise that an org whose tech is in can deliver health, happiness and immortality, it would seem that the public is short sighted.

But what does a member of the public really see in the org? A friendly or unfriendly receptionist, a friendly or unfriendly registrar, a friendly or unfriendly D of P or Examiner. And that's about it.

If these front line personnel are unfriendly or neglectful or don't care, this brands the whole org.

So if you want your org to have a reputation as a "good org" your main area to groom in is the front lines.

Another sector is the letters and mags the public receives. Are the address and name right?

Another is accounts. Are the accounts right?

You could get a BIG resurge in public interest just by making sure that your front line personnel are friendly and helpful.

Possibly a large reason the public comes to an org is that it is a place where somebody cares, where somebody is friendly. Maybe this is rare today. Walk into a government office and see what treatment you get! Or a hospital.

If you just make sure that your front line people treat everyone who comes in in a helpful, friendly fashion your stats will go up.

Each public individual feels that he himself is important. And this is true. So neglect and unfriendliness antagonize far out of proportion to the offense.

So TREAT ALL PUBLIC IN A FRIENDLY HELPFUL WAY.

It's important!

L. RON HUBBARD
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LRH:rs:iw

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HCO POLICY LETTER OF 2 SEPTEMBER 1970

Remimeo
All Staff
PRO Course Checksheet
Franchise

FIRST POLICY

The first policy of a Scientology org, laid down on about 8 or 10 March 1950, is

**MAINTAIN FRIENDLY RELATIONS WITH
THE ENVIRONMENT AND THE PUBLIC.**

L. RON HUBBARD
Founder

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HCO POLICY LETTER OF 5 APRIL 1965
CORRECTED AND REISSUED 14 OCTOBER 1985

Gen
Non-Remimeo
BPI
Mag Article

(Correction in this type style)

SCIENTOLOGY MAKES A SAFE ENVIRONMENT

We're working to provide a safe environment for Scientology and Scientologists in orgs everywhere.

The dangerous environment of the wog world, of injustice, sudden dismissals, war, atomic bombs, will only persist and trouble us if we fail to spread our safe environment across the world.

It starts with our own orgs. They must be safe environments.

Only good tech and justice can make the org environment safe. Like an auditing room, we must be able to work undisturbed by the madness at our doors.

We can make every org a safe island *and* then, by expanding and joining those orgs, bring peace and a safe environment to all the world.

It not only *can* be done. It is happening this moment. Push it along. Support policy, good tech and justice.

L. RON HUBBARD
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HCO POLICY LETTER OF 17 JUNE 1969
CORRECTED AND REISSUED 11 OCTOBER 1985

Remimeo
PRO Course
Checksheet
Div 6

(Correction in this type style)

THE ORG IMAGE

A poor org public image can cost an org nine-tenths of its income, thus greatly curtailing pay and facilities. It can lead to trouble with the area. It can reduce the expansion of Dianetics and Scientology to near zero.

When important people enter an org and find its premises messy, themselves and their requirements neglected, the org not only loses their fee, it also loses the important friends who would actively protect it.

If an org and its staff display a downstat image, public confidence in Dianetics and Scientology is shaken.

By showing a good org mock-up, we are living examples of what Dianetics and Scientology can do.

There are several zones which comprise the org image.

1. Premises, particularly the entrances and interview and service areas. These should be neat, not cluttered up with baggage, paper, tattered notices or unsightly things.

2. Public comm lines. Letters and mailings should be correctly addressed with the right name and not sent to several addresses for the same person. The appearance and tone of any mailings and communications should be good and not offend. "Friendly and agreeable responses" was the first order I ever gave to an org.

3. Staff. Appearance and attitude to the public.

4. Service delivery, assurances of.

5. Publicizing values of service.

6. Publications, appearance and suitability of distribution.

7. Alliances with suitable groups and leaders, with due regard to local "ethnic" values. (Publicly admired values.)

8. Eradication of enemies on public lines with due regard to local ethnic values (publicly detested values).

9. Alignment of promotion with things publicly admired and against things publicly detested.

10. Advertising, effectiveness, suitability and lawfulness of.

11. Membership expansion.

12. Group expansion.

13. Expansion planning of facilities.

Contemporary "Public Relations Officer" duties in business firms are not as embracive as the above 13 points *by considerable*. These are loosely classified as follows (quoted from their texts).

- "1. To keep management informed of public opinion, and of events and trends likely to affect its reputation.
- "2. To advise management on the policies and actions it should adopt in order to gain and keep public goodwill; and on the likely effects, in terms of public opinion, of any policies and actions dictated by other factors.
- "3. To apply public relations techniques to solve problems in which the company's reputation is at stake and to maintain a continuing, positive program of action to secure goodwill, presenting the company in all its aspects to all its audiences by every appropriate means of communication.

"The executive side of the public relations man's work includes the company's relations with the press, radio and television; the production of many kinds of printed matter, including company reports, house magazines, wall charts, brochures and even books; films and film strips; exhibitions; the design of company stationery; the way a firm receives its visitors; a watching brief on the way it answers its telephone calls, writes its letters, handles complaints; its policy on donations to charity and an infinite variety of items beyond."

We often hear that we should hire a public relations firm to do all these things. The catch is that these firms have a high personnel turnover and new men on the "accounts" have to be rebriefed continually.

We have in the past hired contemporary, professional PRO men AND THEY LAID THE FOUNDATION OF OUR DIFFICULT TIMES WITH PRO ACTIONS.

In Dianetics and Scientology we have gone up against a totalitarian conspiracy using "mental health" to control populations. This was not a normal PRO atmosphere as encountered by business firms. It began with war where the enemy controlled all news media and governments.

We had to be very, *very* good indeed *to live through it at all*. Our "public" does not understand this. They are accustomed to sleek, untroubled firms selling them "Wheaties, the breakfast of idiots" or "Go Slow gasoline" or "You too can be insane."

So in Dianetics and Scientology we have a job in PRO which far exceeds the usual company demands.

In ordinary PRO actions we have not done too badly in the past. For instance our people handling congresses make the US Democratic Party Convention PROs look like rank amateurs.

The enemy has used all available PRO and intelligence techniques to hold us back, and as the enemy also controlled many key government figures, this has been a very rough time.

That we are alive at all and expanding shows we have not done too badly. The enemy is definitely losing.

The reason for this is INTEGRITY. By and large our people are sincere.

WORD OF MOUTH is a public relations comm line *superior* to press, radio, television or Mr. Big.

Radio, press and TV only seek to create "word of mouth." This term means what people say to one another.

By standing for what people think is good and opposing what people think is bad greatly speeds WORD OF MOUTH.

We will go as far as Dianetics and Scientology work in the hands of auditors and no farther.

The enemy, lacking integrity, word of mouth and workable tech, have not won despite total control of governments, press, radio, TV and all standard PRO media, plus financing in terms of billions.

Thus we see that there are three commodities above contemporary PRO concepts. These are

- A. INTEGRITY
- B. WORD OF MOUTH
- C. WORKABILITY AND USEFULNESS OF PRODUCT.

All the PRO advices and direction will not prevail if the above three things are not an integral part of "the company" PRO planning.

How much a product COSTS has some bearing on whether or not it is used. But unstabilizing prices, we have learned (such as a small increase), is utterly deadly. And reducing prices does not actually increase sales in our experience. The exception is the granting of 50% scholarships and giving certain courses as field staff member prizes. And here it does seem that the STATUS value outweighs the monetary saving appeal. Therefore STATUS INCREASE is a vital part of the product.

However, whether Dianetics and Scientology have been at war or not, the first 13 points are what we would consider routine PRO actions which, if neglected, would result in heavy income losses.

A staff idling in Reception, offhand handling of callers, wrong address or names misspelled drive off customers. Aside from simply blocking sign-ups, these points also REDUCE CUSTOMER STATUS.

As our organizations are built (due to tech concentration) on handling the individual, any PRO must be very alert to any point which would seem to the "customer" to diminish his status.

A PRO should himself look at the given points from the viewpoint of an important potential "customer." Would the org environment and handling attract or drive off an important person (let us say, the mayor) as a "customer"? If the answer is "yes" in any point, then the org is losing up to 90% of its income through these PRO omissions.

If a staff is poorly paid or the premises are poorly furnished, cluttered or dirty, then the error lies in either the first 13 or the above A, B, C points of PRO.

A PRO in advising actions to the EC (and he should have direct access to the Executive Council or management) should be very wary of killing off the org's vitality with too much militant control. The PRO also has the staff as a public. If one wants to clear sandwich-eating staff off Reception, the best way is to start a campaign for a staff lounge, get it and *then* forbid staff to clutter up Reception.

The PRO in accomplishing PRO points is of necessity a creature of ideas even in getting his routine PRO actions done.

The enemy we have had gets very high points on 1 to 13 (omitting 4, assurances of delivery; and 7 and 8, ethnic points). Dianetics and Scientology orgs get rather low

points on 1 to 13 (excepting 4, 7 and 8 which they do well.)

Dianetics and Scientology orgs do well on A, B and C. The enemy utterly collapses on these.

If Dianetics and Scientology orgs did well on *all* points (1 to 13 and A, B and C), the battle would be won in very little time.

If a PRO is not working to bring points 1 to 13 and A, B and C all into full operation in his area, he is not doing his job. If he *is* doing all these things, he is a very, very valuable PRO and should be given every possible assistance on his job.

L. RON HUBBARD
Founder

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Church policy by
CHURCH OF SCIENTOLOGY
INTERNATIONAL

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo

HCO POLICY LETTER OF 30 MAY 1971
CORRECTED AND REISSUED 10 OCTOBER 1985

(Correction in this type style)

PR Series 9

MANNERS

The original procedure developed by Man to oil the machinery of human relationships was "Good Manners."

Various other terms that describe this procedure are politeness, decorum, formality, etiquette, form, courtesy, refinement, polish, culture, civility, courtliness and respect.

Even the most primitive cultures had highly developed rituals of human relationship. In studying twenty-one different primitive races, which I did firsthand, I was continually impressed with the formalities which attended their interpersonal and intertribal and interracial relationships.

Throughout all races, "bad manners" are condemned.

Those with "bad manners" are REJECTED.

Thus the primary technology of public relations was "manners."

Therefore, a public relations man or team that has not drilled and mastered the manners accepted as "good manners" by those being contacted will fail. Such a PR man or team may know all the senior PR tech and yet fail miserably on the sole basis of "exhibiting bad manners."

"Good manners" sum up to (a) granting importance to the other person and (b) using the two-way communication cycle (as in *Dianetics 55!*). Whatever motions or rituals are, these two factors are involved. Thus a PR violating them will find himself and his program rejected.

Arrogance and force may win dominion and control but will never win acceptance and respect.

For all his "mental technology" the psychiatrist or psychologist could never win applause or general goodwill because they are personally (a) arrogant beyond belief (b) hold others in scathing contempt ("Man is an animal," "people are all insane," etc.). Born from Bismarck's military attitude, these subjects have borrowed as well the attitude which made the Nazis an object of worldwide condemnation. No matter how many people were maimed or killed, the Nazis would never have dominated the world any more than their "mental scientists" will ever win over humanity.

They just don't have "good manners"; i.e., they do not (a) consider or give others a feeling of importance and (b) they are total strangers to a comm cycle.

SUCCESSFUL PR

All successful PR, then, is built upon the bedrock of good manners, as these are the first technology developed to ease human relations.

Good manners are much more widely known and respected than PR tech. Therefore NO PR tech will be successful if this element is omitted.

Brushing off "mere guards" as beneath one's notice while one goes after a contact with their boss can be fatal. Who talks to their boss? These "mere guards."

Making an appointment and not keeping it, issuing an invitation too late for it to be accepted, not offering food or a drink, not standing up when a lady or important man enters, treating one's subordinates like lackeys in public, raising one's voice harshly in public, interrupting what someone else is saying to "do something important," not saying thank you or good night—these are all "bad manners." People who do these or a thousand other discourtesies are mentally rejected by those with whom they come into contact.

As PR is basically acceptance then bad manners defeat it utterly.

A successful PR person has to have good manners.

This is not hard. One has to assess his attitude toward others and iron it out. Are they individually important? One has to have his two-way comm cycle perfect, so perfect it is so natural that it is never noticed.

Given those two things, a PR can now learn the bits of ritual that go to make up the procedure that is considered "good manners" in the group with which he is associating.

Then given PR tech correctly used, one has successful PR.

IMPORTANCE

You have no idea how important people are. There is a reversed ratio—those at the bottom have a self-importance *far* greater than those at the top who *are* important. A charlady's concept of her own importance is far greater than that of a successful general manager!

Ignore people at your peril.

Flattery is not very useful, is often suspect, as it does not come from a sincere belief and the falsity in it is detectable to all but a fool.

A person's importance is made evident to him by showing him respect, or just by assuring him he is visible and acceptable.

To see and acknowledge the existence of someone is a granting of their importance.

To know their name and their connections also establishes importance.

Asserting one's *own* importance is about as acceptable as a dead cat at a wedding.

People have value and are important. Big or small they are important.

If you know that, you are halfway home with good manners.

Thus PR can occur.

COMMUNICATION

The two-way comm cycle is more important than the content.

The content of the comm, the meaning to be put across to another or others, is secondary to the fact of a two-way comm cycle.

Comm exists to be replied to or used.

Comm *with* the comm cycle being in first must exist before it carries any message.

Messages do not travel on no line.

Advertising is always violating this. Buy Beans! Into the empty air. Other things must establish the line. And the line must be such as to obtain an answer, either by use or purchase or reply.

A funny example was a letter writer who without preamble or reason told people to buy a multi-thousand dollar package without even an explanation of its use or value. Response zero. No comm line. He was writing to a name but not really to anyone.

In social intercourse a comm cycle must be established before any acceptance of the speaker can occur. Then one might get across a message.

Good manners require a two-way comm cycle. This is even true of social letters and phone calls.

Out of this one gets "telling the hostess good night as one leaves."

One really has to understand the two-way comm cycle to have really good manners.

Without a two-way comm cycle, PR is pretty poor stuff.

PRIMITIVES

If an American Indian's ritual of conference was so exact and complex, if a thousand other primitive races had precise social conduct and forms of address, then it is not too much to ask modern man to have good manners as well.

But "good manners" are less apparent in our times than they once were. This comes about because the intermingling of so many races and customs has tended to destroy the ritual patterns once well-established in the smaller units.

So one appears to behold a sloppy age of manners.

This is no excuse to have bad manners.

One can have excellent manners by just observing

- a. Importance of people
- b. Two-way comm cycle
- c. Local rituals observed as proper conduct.

These are the first musts of a PR man or woman.

On that foundation can be built an acceptable PR presence that makes PR succeed.

L. RON HUBBARD
Founder

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Church policy by
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INTERNATIONAL

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SEA ORGANIZATION

BASE FLAG ORDER 46

26 December 1975

VALUE OF SERVICES DELIVERED,

HOW TO RAISE

Lack of pcs per auditor, not enough auditors, wrong schedules and fifty other things have caught the blame for low value of services delivered. They are wrong whys. At some time or another they might be true but just now they are incorrect.

A brief look at the way auditors are given pcs has told me all I needed to know to explain why the VSD is lower than it should be.

And VSD must be UP. At this time (later it will be more) there has to be \$100,000 VSD every week as the lower minimum.

I have been on Int LRH Comm lines to make up for the original lack of auditors and right now HCI is stuffed with a huge Tech Training Corps for the USB that will get even bigger. And they'll get well trained, we'll see to that.

But what I just found would make it hard to increase your VSD no matter how many auditors you had.

The things which need repair are very simple but very fundamental.

At this time, according to what I found, the Director of Tech Services and her staff are urging auditors into session at a great rate. Unfortunately this very rush makes it impossible for an auditor to get in his full hours and get public pcs through and out. The key is this: the auditors are not permitted to or are not doing their admin after every session. And the Tech Services staff and possibly the scheduling is making this impossible.

Yet if an auditor does not do his admin at once after EVERY session, if the folder is not RUSHED to the C/S and if the C/S does not get it back, the auditor cannot do more than a session per day per pc. If he has two pcs, why then he could do two sessions.

If one of these sessions ends early on a win, he has had it. And if you run past wins you cave in your pcs so going past wins won't do it.

Failing to get the admin done and get the folder at once C/Sed so that pcs can be run 1,2 1,2 1,2 through the day as needed, and possibly failures to have three pcs on the line, is cutting your VSD to pieces.

The Examiner is also at fault when he doesn't expedite the scene through. A pc who comes to an Examiner who is not quite VGIs should be spotted at once, should be C/Sed and scheduled for right after the auditor's next pc.

Tech Services has to work at it to get VSD up. But not work busily yet drive it down.

Therefore the following line refinements are to be gotten into effect as soon as possible by the Tech Sec:

1. Immediately after every session, the auditor is to rapidly do his admin and C/S totally and hand the folder in to the C/S.
2. The Examiner is to YELLOW TAB (quite apart from red tabbing which is also done) any pc that looks the least bit tired or non-VGIs or withdrawn. And is to rush the yellow tab straight to the C/S with the exam report.
3. ALL exam reports are to be slapped into the folder at once the person is examined.
4. ALL MO reports or complaints are to be rushed to the C/S and PURPLE TABBED on the folder so they are completely visible.

(No exam reports or MO reports go into any basket or backlog in any way.)

5. The C/S is to C/S every folder he receives in the above line immediately. No backlog, no do-it-after-hours.
6. Tech Services is to see that the folder and the pc are ready for a session at once after the one that auditor is giving.

Auditors can then take their first pc back in after their second pc is done. And the second pc is followed by the first pc.

If there are three pcs in an auditor's line-up, he goes 1,2,3 1,2,3 1,2,3 day after day.

The pcs assigned to an auditor are consecutively audited and C/Sed. If he has two pcs, he can get in three or even four sessions in the day.

This means pcs are always on standby. There is no registrar saying "You will get your sessions at 10 in the morning every Tuesday." Registrars do NOT schedule. Ever. It means that a pc may expect to get audited as often as possible.

If an auditor starts, let us say, at 0830, he can leapfrog pcs all through the day, auditing each one as far as he can, to a win or to the conclusion of the C/S or lunch or whatever.

But the signal to Tech Services to act is that auditor bringing the pc to the Examiner. At once, that auditor's next pc must be rounded up by Tech Services, the folder put in the auditor's hands even while the auditor is finishing his admin on the first session.

It only takes a good auditor about ten to fifteen minutes (unless he is studying out the case and requires half an hour) to do his admin on the folder and get the folder to the C/S at once, pick up his next folder, look it over and then get into session with his next pc.

Tech Services will have to make sure that the next folder and next pc are both ready BEFORE the auditor has done his admin on the last folder. And must have the next folder, complete with C/S ready and the pc ready.

After all the hours can be gotten for that day, auditors and C/Ses can do whatever polish up they wish to do on folders or folder studies or folders that will be in action the next day.

Tech Services must get such lines dummy run. And get every bit of confusion out of them so they go snap-snap-snap.

Scheduling boards, even if out of paper scraps, must be straight up to the hour. Every action TS does goes on the board at once.

Essentially this is a pc assembly line. The auditors must be busy on that line constantly through the day. There must be no idle minutes, no auditor without pcs, no folders undone.

Work out the drill so it is fast. Get the auditors and C/Ses genned in and cooperating.

And get the pc VSD out through the roof just with those in the shop.

And call in, call in, call in and as fast as new auditors come in on the line, get them busy constantly as well. And if no new auditors are on the line but new pcs are, just add them to the pcs each present auditor has so that these have three or even four pcs apiece.

Get rid of schedule arbitraries like "we only audit until 1700 and then we go do muscle jerks" or "auditors do their admin at 1832". Just throw these schedules into the waste basket as they are a pack of stops on your lines.

With a flexible leapfrog system and Tech Services on the ball, you will have no down hours or down pcs either. And you'll have no pcs around for months developing a reputation for us of non-delivery. Yes, you re-sign pcs, but when the pc signs up he is a new pc. And no new pcs wait. And a re-signed pc goes right back with the same auditor.

You have to establish how many pcs is optimum per auditor on this leapfrog system. Two, three or four. It will vary with the auditor and vary with the type of run-down.

Optimumly there is only a 20 minute lag between sessions for an auditor.

Pcs will have to be told they are on call for sessions at any time and to keep Tech Services informed as to where they will be.

The PA system will be or is in operation. Pcs will either be in their rooms or in the public areas. A soft voiced call on the PA, simple, "Mr. Jones, please come to Services" will call up most pcs. There are no room intercoms for pcs and will not be as those rooms are used for auditing and a phone would disturb sessions. Thus a page to the room and if not there a PA call should get the pc to Tech Services promptly. And this round up should occur the moment the auditor brings his pc to the Examiner. This gives TS 15 minutes to find a folder and a pc. And get the next session going.

If placements are such that TS does not know or can't see who is coming to the Examiner, then they will have to be shifted so that this CAN occur. If the Examiner and C/S and Admin room are too far apart, then they have to be relocated.

If in a two-to-the-auditor system the second pc can't be located, the first pc is taken back into session. With a new C/S. But it is easier in a three-to-the-auditor system; then if the second pc can't be located, one calls the third.

Tech Services governs the VSD on pcs. Directly. And if VSD is down then TS hasn't done call-ins or isn't snapping the pcs into session quickly.

If Tech Services hasn't got enough Tech Pages they get some. It is very poor economy to starve down the number of Tech Pages.

And the Tech Pages must be quick but pleasant. They must not chatter. They look just wholly efficient and on the ball and get the pcs-folders-auditors connections on time.

Tech Pages should be uniformed fittingly so pcs and auditors can spot them easily and so they look the part. The design of the uniform is up to the Director of Tech Services and AG PR USB but it must be approved by me as to design, color and costs.

The Department of Tech Services is the key to high hours. If you see so much as ONE auditor with his hours down that's because Tech Services flubbed it.

When you see the number of pcs dwindling, it is Tech Services that has not called them in. Or been reasonable about too many in the shop already.

And when you see too few auditors on public lines, it is the Tech Sec and D of P who are goofing with a share of it held by the D of T and the Interne Supervisor.

And when you see the pc gross GI down, it's Divs 2 and 6.

And when you see each one of these things up and GROWING you know all these are on the ball and doing great.

VSD must be \$100,000 for us to get anywhere at all. The student share of that is always smaller in an operation of this kind but also counts. In our case it's mainly pcs. The more students we send back to the field, believe it or not, the more pcs will develop in the field. So training of public persons is also contributive to having pcs. That's the way it works.

This has to be a finely functioning assembly line with everything clockworking off beautifully.

So make it so.

L. RON HUBBARD
COMMODORE

LRH:ldv:nt:clb

SEA ORGANIZATION

BASE FLAG ORDER 82

7 January 1976

PROGRAM
CALL-IN MUSTS

1. Get yourself a call-in unit. Follow up these calls on a 1-2-3 basis. Don't just call the person.
2. You need your letter regges to write to them. Don't pull off all of your letter regges. Get a call-in unit. You don't just phone. You follow it up with promo and letters.
3. Don't call person-to-person. Dial Direct.
4. You keep phone notes.
5. Call after 5 p.m., east to west. Call East earlier and progress on the West in an evening.
6. Message to student is we have a place for you in class and class is starting. And to pcs, we have an auditor for you - our very best auditor and we've got him reserved.
7. If someone else answers and person not there, leave the number of the dialless phone.
8. Mailogram anyone who doesn't answer phone.
9. Be sure Reg phones are manned with duty reg.
10. Refuse collect calls.
11. Pull the person's CF file. Keep the phone notes going into it and the mailogram copies.
12. Keep you standard ASR actions in as well.
13. Keep you standard accounts actions in and fully filed up-to-date.
14. Keep your standard DTS call-in actions going in addition to any fast call-in program.
15. Call only after a study of the CF and Accounts file of the person.

L. RON HUBBARD
COMMODORE

LRH:act:ps

E X E C U T I V E D I R E C T I V E

FLB ED 282

22 December 1987

TO: ALL FLB CREW

FROM: ED INTERNATIONAL

IMPORTANT

LRH™ HOST AUTHORITY

In 1979 LRH gave the following authority to the LRH Host:

"YOUR PROGRAM IS OK BUT ADD TO IT A TARGET 5 FROM AN EARLIER LRH ORDER A PROVEN, SERIOUS BALL-UP ON A PC, DESPITE CRAMMING, GIVES THE HOST THE AUTHORITY TO RPF THE AUDITOR. THIS SHOULD NOT BE ON THE BASIS OF ONE COMPLAINT BUT ON AN ACTUAL INVESTIGATION OF THE OUT-TECH ON THE CASE. ANY SUCH AUDITOR CAN HAVE A COMM EV IF REQUESTED. L = R".ç

This LRH Order is hereby being issued so that is is known to all FLB Crew. It is expected the LRH Host will use this authority when warranted and exactly as laid out by LRH so as to guarantee that the FSO is The Mecca of Technical Perfection.

Captain Guillaume Lesevre
EXECUTIVE DIRECTOR INTERNATIONAL

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for
CHURCH OF SCIENTOLOGY®
INTERNATIONAL

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EXECUTIVE DIRECTIVE

FLB ED 283

22 December 1987

TO: ALL FLB CREW

FROM: ED INTERNATIONAL

IMPORTANT

RE: SERVICE COMPLAINTS FINES

The following LRH™ Telex order to his Personal Communicator from 1976 is hereby reissued for the FSO and is in full force as of now and hereafter.

"CH OFF, TECH SEC AND QUAL SEC, D OF P AND D OF T AND CREW D OF T ARE FINED \$5 EACH PAYABLE CASH IN HAND FOR EVERY COMPLAINT GIVEN TO THE HOST VERBAL OR WRITTEN, CONCERNING SLOW OR NO SERVICE, EFFECTIVE 28 SEPTEMBER 76. L = R"

The LRH Communicator FSO and the LRH Host are responsible for enforcing this LRH order.

Any attempt to block the implementation of this LRH order including its non-enforcement or attempts to prevent public complaints to reach the LRH Host will be dealt with as a severe ethics offense.

Captain Guillaume Lesevre
EXECUTIVE DIRECTOR INTERNATIONAL

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