

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Limited Non Remimeo HCO POLICY LETTER OF FEBRUARY 22, 1965
Saint Hill Executives
Bat File (MSH)

ISSUE III

EXECUTIVE DIRECTOR COMM LINES

SEC EDs

The Executive Director Comm Lines now include Secretarial Executive Director in all orgs including Saint Hill. This consists of a note or cable typed out by the HCO Steno, (or Communicator where no HCO Steno exists or by the HCO Area Secretary where no Communicator exists). It is sealed with the corporation seal in the lower left hand corner over the signature of the HCO personnel typing it. It is headed "Secretarial Executive Director." It is on blue paper. The signature of the Executive Director or the Acting Executive Director is typed below the message. Date and subject are included. Each Sec ED is numbered by the issuing Executive Director. The exact text of the note or cable is duplicated without additions or deletions. This is never a mimeographed item. The original sealed Sec ED, with the note or cable, goes to HCO files. A copy is immediately posted on the staff bulletin board by the HCO personnel who typed it and signed and sealed it. Another copy goes to the Org/Assn Sec. Another copy goes to the HCO Area Sec.

All copies issued of Sec EDs are signed and sealed by the HCO personnel typing it, as well as the original.

The Executive Director makes a copy of the note or cable being issued, numbers it as part of the message and files it for own reference.

SEC EDs are high speed, urgent communications having the force of policy and require instant emergency compliance. Non-Issue by HCO personnel or non-compliance by the person or department to which it is addressed immediately becomes a matter of a Committee of Evidence and can result in the demotion, transfer or dismissal of the offender.

Falsification of or counterfeiting a Sec ED must result in a Committee of Evidence with dismissal as the minimum penalty.

The SEC ED is the high velocity comm line used to change personnel, to handle emergencies or to make limited time policies or to handle personnel conflicts or chronic slumps.

All Sec EDs expire fully one year from date of issue but are kept on record although no longer in force.

The subjects of Sec EDs are not general in application to all orgs but only to the particular org to which they are addressed.

ADMINISTRATIVE LETTERS

Normal general policy enforcement or advices by the Executive Director are carried in Administrative Letters. These are on yellow paper, are mimeographed and are usually designated General Non-Remimeo.

The Executive Director's Administrative letters are different from others in being headed above their subject title: EXECUTIVE DIRECTOR DIRECTIVE.

They remain in force unless cancelled.

HCO EXECUTIVE LETTERS

The normal comm line from the Executive Director to Assn/Org Sees and HCO Sees or Department Heads in Orgs is the HCO Executive Letter of Date.

This is on legal size blue paper, is mimeographed and is headed TO:, FROM:, SUBJECT:, REFERENCE: with numbered paragraphs.

It is always sent General Non-Remimeo and goes to all orgs even when addressed only to one org or even to a person in that org. It may also be meant for every org.

A copy of every HCO Exec. Ltr. issued is distributed to all Saint Hill executive personnel and a copy is posted on the Staff Bulletin Board.

HCO Executive Letters carry advices, how to do things, short term projects, requests for data, information, reports on the state of things in general or some activity in particular or how some emergency was caused or how some emergency is progressing.

The Executive Director uses these rather than individual dispatches in answering requests for instructions from some org officer so that these run downs are available

to everyone rather than just the querying person. In such cases the Executive Letter is addressed to the person, but the person's query begins the Executive Letter and is answered in the body of the Executive Letter.

The purpose is to save the repeating of similar orders or advices in numerous places by separate despatches which, received by only one person and having no publishing system thereby lose technology and data.

When an Executive Letter requests data it is headed under the "HCO Executive Letter of Date" line REPORT REQUIRED. This is done only when reports are required from all orgs. A report requested from one org is not so headed.

The International Org Supervisor at Saint Hill, on seeing a REPORT REQUIRED HCO Executive Letter, immediately makes a folder for it, with title and a date one month hence and holds it ready.

All reports received as a result (usually written on the Executive Letter received by the org by the reporting officer) are instantly and accurately filed in that folder by the Int Org Supervisor.

In exactly one month, as visible by its date on the folder, this folder is given by the Int Org Supervisor to the Executive Director, whether all orgs have reported or not.

The Executive Director then makes use of the folder and either gets the number of reports completed by cable action or otherwise handles or uses the data. It is not further handled by the Int Org Supervisor.

When such a folder is completed, a summary of the reported data received back by the Executive Director is commonly made the subject of a new HCO Executive Letter referring to the old and is issued, thus putting everyone in the picture. It is possible that this new HCO Executive Letter also carries a summary of the orders given by the Executive Director as a result, but the actual orders are issued as Sec EDs or Admin. Ltrs. But when the Executive Director is through with it the folder and all notes and a record of all actions are filed in the Int Org Dept files at Saint Hill under Exec Dir Exec Letter Reports.

The Executive Director tries not to pour out volumes of dispatches and individual advices to isolated individuals but uses the Executive Letter system instead. This has the effect of staff audiences being given on all manner of interesting matters and is useful to many staff members and orgs.

Distribution of HCO Executive Letters is as by General Non Remimeo but in the orgs the spare is posted on the staff board on a clip board and a copy must go to the person or staff hat to which it is addressed. Saint Hill Distribution is to all Saint Hill Executives and a copy is posted on the staff board.

Addressees in an HCO Exec Ltr as in all other comms are to a hat, not a person.

Comments on entheta despatches are avoided on the HCO Exec Ltr line. Entheta can usually be dropped anyway in all comms unless it is a matter involving an emergency.

CLIPPINGS

The vast number of clippings from papers and magazines sent to the Executive Director can be filed in clipping books without further handling or acknowledgement. While they often have importance, people sending them expect no ack as the clipping is not really an origin by the person sending.

BOOKS AND MAGAZINES

The large flow of books and magazines should be filed properly or discarded.

Books sent by individuals are always acknowledged.

PRESENTS

Presents arriving for the Executive Director, board members or the Chairman, should have a thank you letter attached for signature and sent on to the intended person for receipt and signing the thank you letter. Presents must have a thank you letter attached before being forwarded to the Executive Director or board member or LRH.

ANNOUNCEMENTS

Births are acknowledged by an Associate Membership in the name of the new baby.

Marriages are replied to by a note of congratulations.

Divorces are neglected.

Deaths are acknowledged by a note of condolences for the signature of the Chairman to the next of kin or informing person requesting condolences be given to interested parties.

HCO POLICY LETTERS

HCO Policy Letters (green ink on white paper) are not issued by the Executive Director or other persons than the Chairman of the Board.

HCO BULLETINS

HCO Bulletins (red ink on white paper) are not issued by the Executive Director but by the Co-ordinator of Research, which remains an LRM hat.

REPORTS

Reports from orgs including Saint Hill received by the Executive Director are usual due on Tuesday of each week. If the report is standard, and not forthcoming the Executive Director chases it up.

A table of such reports should be kept and checked off as received.

The Executive Director handles any matters arising from the reports such as slumps or good news promptly, by rush despatch via the appropriate channels or cable or if general by Exec. Ltr. or if emergency by Sec ED.

The full story of Scientology locally and over the world should be fully and precisely received every Tuesday by the Executive Director in such a form that it can be swiftly viewed and followed up if divergent.

The authority of the Executive Director is maintained mainly by being the person who receives reports and where these are neglected it is a symptom of deteriorating authority.

Therefore routine reports are demanded crisply and received and reviewed with great attention and acted upon with great interest.

The number of different reports demanded by the Executive Director should not be great, and the form should not be complex as these two things break down the line and burden reporting personnel, who after all have other duties. But once a routine report is arranged it must be demanded to be complete, accurate and punctual and when received must be given alert, interested attention by the Executive Director and when not received must become the subject of urgent communications and if still not received must become the subject of a full investigation of the non-reporting area.

Data received at Saint Hill from other orgs is digested for the Executive Director by the Department Heads at Saint Hill. If the Executive Director sees reason for further interest the full data can be gone into in the department along with all related despatches before action is taken. Then the action is taken, the gains are compliment the slumps scolded and whatever else that needs to be done or put right is done.

It is a word of warning here that data received from an ailing department or org is nearly always inaccurate and that to base decision or advice on that alone is to be accused of wrong solutions as the solutions the Executive Director applies would only be as good as the data supplied to the Executive Director.

Raw figures not otherwise evaluated, compared to similar periods or similar orgs tell the best story. Reasons why given by reporting agencies already in error are usually (but not always) worthless.

Bad spots in reports then must become the subject of intensive and intelligent personal investigation by the Executive Director. False bits in reports must be somehow ferreted out. And lack of reports must be dealt with summarily. Report analysis is a high skill requiring much personal experience, intuition, intelligence and other data for comparison.

The bulk of the job of the Executive Director is getting existing policy applied and detecting where it isn't being applied, forecasting slumps, repairing emergencies and keeping orgs on the increase, and all in such a way as not to add further upset to the mess. The power of the office is such and the velocity of the comm line so capable of impact that one has to take care to (a) get factual data without (b) upsetting the apple-cart in order to (c) take intelligent measures which (d) do not bring about further confusion.

Usually one can forecast an org or department slump about a year before it happens if one has the report lines straight.

The Executive Director depends on routine reports rather than despatches or rumours for data and thereby keeps things going well without adding to the confusion.

Demands for data must be precise, detailed, exact and crisp without explanation and censures for not receiving it but only stating one has not, never why not.

If the report is still not received, by-pass the non-reporting person but demand only the same report.

When reports are consistently not received, despite all efforts to obtain them, begin looking over personnel in that area and get somebody there who can function. You will never be wrong in this. People who can't report aren't too busy if the report volume is reasonable. They just can't work and so are the probable source of the slump.

Report lines are the most vital lines of the Executive Director,

COMM STRESS

The most attention, next to reports, is given by the Executive Director to the execution of programmes already laid down and spotting and discouraging projects or actions not part of the basic programmes.

The org pattern in any org is the most basic series of programmes. Each department by the design of its actions is its own promotion and execution programme.

Thus, non-functioning departments are broken down programmes. The Executive Director is mainly concerned with preventing orgs and departments from breaking down on standard actions and in units carrying out the admin to keep the org going.

Technical departments are given the greater attention as sudden spurts in income will collapse if not followed up by good tech. Solvency is based on good standard departmental actions backed up by good tech full of good results in students and preclears.

The whole organizational operation the world over as covered in earlier 1965 policy letters and in 1964 programmes and org patterns and hats is very simple and straightforward so long as it is executed. When it isn't being done or has been unduly complicated or altered, avalanches of despatches and reports of slumps or absence of reports call the errors to attention.

Using the policies on Dev-T and enforcing them keeps Executive Director Comm within reason and brings the bad spots to attention, making supervision by comm line analysis a most effective means of getting the job done.

THE DATA THE LINES SHOULD CARRY

The primary commodity of the Executive Director is data.

The Executive Director should at all times know (a) the exact financial condition of every org; (b) the current traffic volume (pcs, students, book sales) of every org; (c) the condition of tech in every org; (d) the condition of the staff training programme in every org; (e) the condition of the staff coaudit in every org, and (f) the junior executive member efficiencies in an org so as to know who could replace what at any given moment in emergency (and this of course includes Saint Hill).

Knowing those things and enforcing policy where it is out or getting better personnel on the job, the hat of Executive Director becomes easy to wear and everything prospers.

All this data comes from the Executive Director Comm lines. These therefore should be concentrated on (a) to (f) above and all other concerns given secondary importance. Despatches or comms which do not serve (a) to (f) above can be neglected or put on an automatic answer basis.

The Executive Director's task is to (1) get the important data in order to act if needed without (2) getting a volume of paper too heavy to review.

Therefore much of the comm of the Executive Director is pre-digested. This is done so as to not remove important data and not overburden the comm line.

Of all Executive Director duties, this is the neatest trick and the post only fails when it is not pulled off.

The Executive Director hat does not conflict with the International Org Supervisor hat as the latter is only a portion of the sphere of responsibility of the former. The Executive Director deals mainly with Org/Assn Secs, HCO Secs and the Int Org

Supervisor reaches much deeper into orgs. Further, the Int Org Supervisor has the responsibility of obtaining the 10% org payments for Saint Hill, that they are correct and that all org bills are paid to Saint Hill. Additionally the Int Org Supervisor lines are handled as whole lines to orgs, not pre-digested lines. The relationship of the two posts is similar to the relationship of Executive Director to every other hat in Scientology - the person wearing any hat acts on policies procured from the board or outlined or stressed by the Executive Director and co-ordinated by the Executive Director.

The Executive Director also obtains reports from the field, franchise, books and advertising, even governments and the general public, and also Saint Hill Departments and co-ordinates the whole with org activities.

MAGAZINE COMM LINES

The Executive Director has numerous magazine comm lines which are two way, not one-way lines.

To the public the Executive Director has the Minor Issues of Continental magazine

To the field the Executive Director has The Auditor from Saint Hill and all Major Continental Magazine issues.

Public answers and reactions concerning magazines should be watched but with the reservation that such mail is never a cross section of "public opinion" - that the true index of magazine acceptability is not letters from readers but traffic in orgs and book sales. It is fatal to modify magazines on the basis of "public letters" about them. Ten readers stuck in snarl don't make a public. Total absence of mail is more important as a gauge of ineffectiveness of magazines. The mail opinion is no opinion at all but is measured by volume, not content!

TECH ARTICLES

Part of the Executive Director comm lines is a copy of every magazine and brochure and pamphlet published by orgs.

These are carefully reviewed for the following points and/or actions.

1. Compliment an unusually good issue.
2. Call typographical errors to attention and warn that they can make a reader stop reading or even leave Scientology if a newcomer.
3. Technical material errors. These are made the subject of cables.
4. Hard sell. If the selling is soft and mousy, if ads for the Academy, HGC, books, memberships, Extension Course, Congresses, etc., are omitted, investigate the connected personnel and get some hard sell going or some changes made in personnel. "Public criticism" brings about soft sell even though the "public" was always only one or two anti-Scientology bums. (London could have been saved earlier twice by this at Johannesburg twice and Washington once if this point had been used rather than more obvious symptoms seen and corrected months later).
5. Articles or letters by other persons on tech. This is a sure sign of an org about to do a swan dive. The area of the mag is doing screwball tech because it doesn't think there is standard tech or isn't applying it.
6. Mentioning creditably people known to be rank squirrels. This is an org that can bolt for it has a lot of squirrel connections, is therefore squirreling. A power push will develop from the area if rapid investigation is not undertaken and the facts acted upon swiftly.
7. Minors with big words in them.
8. Majors that have no appeal at all to old timers.
9. Mags devoted entirely to local leaders.
10. Departures from by-line policy.
11. Limited or curtailed distribution (for reasons of economy or others). This last is not detectable from the mag, so the Executive Director should require a circulation figure as part of his reports for both Major and Minor issues, PABs and Auditors as well as number of address plates currently in CF and number of brochures furnished franchise holders each month.

OK TO MIMCO

The mimeo lines of any org are overused. Lack of planning causes heads of Departments to fail to meet deadlines for printed mags. They then want to send mimeo

mailings to everyone.

Sometimes it has to be done. But generally the Executive Director needs to curb it.

Ok to mimeo by Executive Director before anything can be mimeoed is unreal for distant orgs. These should submit a copy of everything mimeoed to the Int Org Supervisor so that the Executive Director can occasionally review it and caution them, for it is very costly and poor. Receiving these also tells one when policies are being "interpreted" or local policies are being issued in divergence to main line policies.

In the org where the Executive Director is located, this is easy. Therefore the order is that nothing can be mimeographed by mimeo in the Executive Director's nearest org unless it has "Ok to mimeo" and the Executive Director's initials on it must be enforced.

This is sometimes gotten around by an Executive Director's despatch saying "Rewrite before mimeoing" and they then rewrite and mimeo without the actual copy being reviewed or okayed. Thus the initial must be on the actual copy to be mimeoed.

This permits review and co-ordination of releases, curbs tech cross-advices and forces promotion into The Auditor or PAB and saves jamming mimeo lines. Mimeo is too costly for wide distribution use and can get out of hand very quickly. When widely used in hundreds or thousands of copies, it is prohibitive in cost - a thing an inexperienced org or executive never notices.

Hence, everything mimeoed in his nearest org and all repeats of existing stencils require Executive Director permission before being out or run.

BOOKS

The Executive Director's comm lines include books. Selection of what books to reprint or push is the main part of this line. Indexes of what books are selling, what books obtain org traffic are points of vital analysis by the Executive Director. This is the primary comm line of Scientology and it is regulated and reinforced by the Executive Director and is one of the more vital portions of the hat.

ADVERTISEMENTS

As only Book Advertisements are placed, one is limited as to what one can say, but this advertisement copy is an Executive Director Comm Line and is watched carefully and straightened out when it goes wrong or started again if it ceases to exist. It is a definite Comm Line and an important one.

SO*1

The SO*1 line (formerly only for LRH addressed mail) is the public and general incoming mail line to LRH, MSH and the Executive Director and is watched and kept in order by the Executive Director.

It is a very important line in that no major org breakdown has ever occurred without being preceded by entheta SO*1 mail from that area!

One can estimate the condition of service, admin and tech, (dominantly the latter), from the character of SO*1 letters from an area.

A year before the Victorian Enquiry SO*1 from the Melbourne area went bad and stayed bad.

Thus this SO*1 line, we learn from this and other instances, is an important index of the character of Scientology operation in an area.

The SO*1 line is used by the Executive Director as an alerting bell, not as a subject to be responding to directly.

SO*1 answers are severely regulated by policy - the maxim is "Give them what they want and keep them happy."

Respond casually to entheta, or non-committally.

Forward complaints received to the org or auditor involved for their or his or her comment. Forward the response from the org or auditor to the originator, when it comes if it is politic to do so or condense it if it is not, as a second letter, the first written at once is only an ack. Never let Orgs use the SO*1 line as a sales line. Never let a critical letter go to anyone in answer to an SO*1. Just listen and understand. Ask SO*1 writers for clarification if you don't understand and want to.

Keep the line itself all "Good Roads and Good Weather" (which everybody is in favour of). Never criticise an auditor or an org in responding to SO*1 letters.

Peace and Understanding is the key-note of responses to people writing SO*1 letters. Save the thunder for the true source of entheta in the area such as a bad D of P, but even then only when the evidence of his guilt is in plain view.

This SO*1 line is a detection line. One never responds to originators in any other way than Peace and Understanding. One uses the condition (theta or entheta) of SO*1 letters from an area to get a view of how well the field, franchise and orgs are practising Scientology there.

There is never bad SO*1 from an area where the field, franchise and org are doing their jobs well. So it is a reassuring point when SO*1 is all theta from an area.

But no SO*1 at all from an area is an index that that area is not pushing us. It may even be active, but if no SO*1 arrives then that area is pushing Joe Squirrel at our expense, or worse, running us down to the public.

BUSINESS MAIL

Greatest respect is generally shown on commercial lines to Saint Hill and the Executive Director.

Where it is not, somebody in some important staff position is goofing like mad. It could be said somebody amongst us is being outrightly destructive.

For we are commercially very well regarded and respected.

One always uses the commercial line answers from the Executive Director (or Org/Asan Secs) to increase credit one way or another - not by asking for it but by casually remarking how well we're doing, how we're expanding etc.

Never pull a "poor mouth" in a business letter. "It's too costly for us." "We are a charitable organization so we should be given favours." Be bold in all such replies, be the image of success and expansion at the slightest pretext - which is, of course, the truth.

STATIONERY

Executive Director stationery must always be top grade. Never use regular org paper for despatches - use special paper with a printed caption.

Don't use airletters if you can possibly help it.

Hand laid antique paper, heading embossed, for 1st and 2nd sheets and envelopes is a must for all commercial letters from the Executive Director.

TYPING

Never let out of alignment typewriters, faint ribbons or erased messes go out on the Executive Director or SO*1 lines, no matter who is going to receive it.

Credit and importance is estimated by the only view they have of you - the letter in hand. Letters are small ambassadors.

MOOD

The Mood of Comm Lines throughout Scientology is dependent on the Executive Director alertness.

Scientology comms contain ARC. They are familiar.

Our lines are too wide open to put much entheta on. It arrives like a bullet when it was meant as a small tap.

You can blow up our comm lines with annoyance, much less anger on them. So discourage anything but ARC.

If a long distance comm line starts acting up, be very, very careful how its handled.

The safest course is don't reply directly to snarly or critical despatches from org personnel anywhere. Consider the line temporarily wrecked. Do something about it but use another line or approach. It's too risky in orgs to try to run off somebody's overts 12,500 miles away with a despatch to that person. Use it as a symptom and explore it carefully. How much of the org does it represent? Call for other filed despatches available to you at once from other persons in that org. Do they contain any mis-emotion? Trace it all down without sending a single cable or despatch back. Never surrender to an impulse to flash back. Use a misemotional despatch to correct an org condition and be very sure that you really know the exact condition before you try to correct it.

When you're sure, act. The action perhaps will be getting somebody audited, or a

transfer, or getting somebody retrained or finding a new Org/Area Sec or getting an HCO Sec's hat on. But don't reply - just handle.

In his or her own turn, curb misemotional materials or origins from the Executive Director area or self.

You can be critical only if you have a remedy that will work. Example: "D's of P should never Q and A with auditors; one recently messed up a case". Never "You messed up a case! Stop your Q and A!"

It's a tolerant sometimes tongue-clucking attitude. Not a bull charge.

RESTIMULATION

An Executive Director (or any staff member) is liable to restimulation by reason of comm lines or hats.

This nearly always comes from being forced to wear somebody else's hat without noticing it.

To remain sweet tempered, refuse to wear other people's hats for them and always check up at least once a month to see if you are wearing somebody else's hat. Otherwise your origins may become misemotional, whether verbal or by despatch.

Analysis of your comm lines will rapidly show whose hat you're wearing. Lots of despatches will concern that hat, not your own hat. Example: You have a mail clerk but you are always sorting mail or querying about lost or misrouted mail. You are wearing a mail clerk or a Communicator's or an HCO Sec hat. You will soon be furious with somebody, not always the right person. Example: Keokuk is always involved with something you have to solve. Recognize you are wearing the Org Sec Keokuk hat or the HCO Area Sec Keokuk hat long before you start getting snarley, and act, not by wearing the hat but getting it worn by the incumbent or failing that, finding somebody who can wear it.

Executives who sweep doorsteps instead of chewing up janitors are already in deep apathy from having had to wear, without noticing it, somebody else's hat too often.

It affects your comm lines this way: You are working to pay a janitor's salary. You are also being the janitor which detracts from the time you must spend to earn enough to pay the janitor. Thus you double work, both to cover the salary and to do the work being paid for. Thus you must either get the janitor to do his job or transfer or fire him, thus reducing your load by twice. Even if you only fire the janitor without replacement and sweep up yourself you have still reduced your load, to the degree you had to earn his pay. So not noticing whose hat you're wearing when one is foisted off on you, increases your work load double and will shortly pull you off your routine lines which then again reduces income. The end product is a feeling you have no time to do your job. And this messes up Comm Lines remarkably by causing one to short cut and omit which in turn develops new situations which further reduce one's available time.

So to handle a set of Comm Lines one must be very wary of inheriting a hat from somewhere.

This, as Executive Director, is very easy to do as one is responsible for such a multitude of things it seems natural to wear a lot of hats to the neglect of one's own hat of co-ordination and supervision.

VERBAL COMM

Executive Director verbal comm, by phone or in person, is usually denied comm and causes trouble unless special actions are taken.

The decisions or arrangements made by the Executive Director verbally with one or two people are unknown then to other staff and act as a withold.

Always record conferences and originate at once orders that come out of them.

Discourage staff body traffic.

Also write down and publish any verbal order given.

Confirm arrangements made by letter or despatch.

PUBLISH DATA

If only the Executive Director knows it, that's not enough. It will cripple staff members and orgs.

Hidden data and information, particularly estimates of situations and reasons why must be published so staff can see them.

Release lots of information, particularly by posting on boards. Staffs try to hide data from the public. Don't bother to hide anything.

JAMMED LINES

The Executive Director lines can be jammed by:

1. Too complex a report system.
2. Letting others use Executive Director Lines.
3. Failing to police Dev-T.

If you outflow a lot, put it in a general form to reach many and don't make it a concentrated despatch line to one person. Thus people can read it at leisure when their own job lines are cleared. Use bulletin boards, Exec. Ltrs, that sort of thing for the release of news and info. Keep such out of despatches. Never write newsy despatches or more than one subject per despatch. Write newsy Exec. Ltrs. instead. It is doubtful if you can jam your outflow lines by general releases in this fashion as people are interested and want the news and if they don't have to answer it always as a despatch it will seep in somehow. So the amount of outflow an Executive Director does would have to be huge before people totally ignored it.

However one can jam one's own lines by getting too report form happy. When getting up report forms remember it's you who must get data off them so make them awfully plain, concise and few. If you add a new type of form, always discard an old one if you can.

Regularly review report forms with an eye to discarding some or condensing them. What forms being sent directly to the Executive Director are really useful to the Executive Director? is the main question. Amputate those forms or data that are not. Still, don't fail to make up a new report line if you really can use the data in the time you have to study it. And don't fail to kill it when you no longer want it.

Letting other more junior staff members use the Executive Director lines or sign a type of Executive Director Comm (such as an HCO Exec. Letter) is a certain way to jam its line and confuse everyone.

By letting Dev-T exist and not policing it you jam everyone's lines. For not only you are getting Dev-Ted from a Dev-T source.

CHEQUE SIGNING

Never sign isolated cheques offered one by one.

Never sign cheques unless you have:

1. A tape adding up the full sum of all cheques offered;
2. The bank statements in hand to make sure you can cover;
3. Copies or originals of the statements or bills being paid;
4. Assurance that "this packet" is all the cheques to be signed for the next 30 days.

Always do "dateline paying" no matter what the account line is.

Never be eager to sign cheques. If demanding better preparation by Accounts will consume time, consume it.

In disbursement, accuracy and safety are senior to speed.

In all accounts matters don't be afraid to overwork accountants and never listen to why it can't be well done. Just get another accountant.

Always cause to be transferred or sacked any accounts personnel who (a) act like it's their money; (b) who won't dig up funds for LRH or Executive Director concerns; (c) who get you into danger by poor or false submissions, or (d) who won't enforce PO systems. Such have too much wrong in their units to set right under their control. It just won't ever go right under them.

The above also applies to orgs who make the mistakes of (a) to (d) only in this case investigate the senior executives for any one of a dozen possible crimes or delinquencies and don't be afraid to act once you have the straight information on what's what.

In 14 years I have never found any of the above (a) to (d) attitudes without also finding hidden insolvency or, usually, theft. That is what those data (a) to (d) always add up to when investigation is complete.

Assn/Org Secs and HCO Secs who yowl at you about your money requests or orders should be promptly looked over and usually should be demoted and transferred. They're too parasitic or too proprietorial of our money to be trusted.

Lazy accounting units are equally dangerous. In this case too, doing the work is always substituted for by a lie of some sort. So Accounts lies add up to either crooked or no accounting system, never to overwork.

With these above data one can handle accounts comm lines easily without sudden shocks or financial emergencies, the two most detrimental things that can happen to an Executive Director. So preventing the shocks and emergencies when the symptoms above are first noted will save literally tens of thousands of pounds as well as Executive Director overwork and overloaded comm lines and getting all Scientology at risk.

SLOPPY LINES

Keep all Comm Lines and Comm Procedures taut and crisp.

The time to police sloppy lines is not when emergencies are in progress.

Any line may be needed suddenly without warning.

Therefore be very harsh on floppy attitudes toward failures to acknowledge despatch forms, routings, distribution, copy filing etc., etc. Then when they're needed, the Comm lines are available and in working order. And you never know when you'll need them. They may be unused for months and then bang! they're vital. HCOs or orgs that don't answer up or properly should be investigated at once.

THE VASTNESS OF EXECUTIVE DIRECTOR LINES

One can easily be intimidated by the hugeness of expanse of Executive Director territory and lines.

Two errors can be made:

1. Fall back into specializing in some and ignoring the rest;
2. Trying to receive and answer all comm oneself.

About once a month solve 1 by viewing the whole network. Look for neglected areas and brush them up. Example: One, on review, finds he hasn't a clue what goes on in Franchise lately. Recognize it's an area of lines one is neglecting. Look over the report system on Franchise for faults or get one going. Look over the other lines one has been doing to find out what clandestine hats are being worn there or what makes them seem so important so as to exclude Franchise lines. Sort it out and re-generalize ones coverage. It's routine and common to be sucked into tech reports or finance and neglect other zones. The crime is not to discover it, find out why, act to handle the real cause and exteriorize.

In getting too much comm from too many places one gets to a point of being able to handle none of it. This happens only when one doesn't grant existence to relay points on ones lines or when one loses confidence in the ability or effectiveness of a lot of relay points or of really faulty relays. The thing to do is work on patching up relay points, not going on handling the huge volume as the more you handle it the worse it will become.

SPHERE OF INFLUENCE

The Executive Director's sphere of influence is too large to be handled on a part time basis. It is a full time job even when its comm lines are pre-digested to next to nothing.

Therefore, an Executive Director must not take on specialized posts "in addition to"

The symptoms of not handling the post are all to be found in:

1. Reduced overall org income, and
2. Increase of Executive Director incoming traffic.

Thus, very heavy increases in Executive Director traffic will coincide with lowering org and franchise incomes.

The things to do are (a) analyse the lines for Dev-T and act on the analysis; (b) get neglected promotion policies and programmes back in action fast; (c) trace back what old programme has been dropped or replaced and get it back in force quickly and drop the later one substituted for it.

After any new programme is put into action, in any activity, be alert for dropping

income in that activity for at least three months and don't breathe easy until income is shown to rise because of the new programme. It's best to pretest. Use it in just one org before going all out in all orgs. Saint Hill sometimes serves to pilot.

Reports come into their own in scouting down a change that went sour.

When org incomes drop and Executive Director incoming traffic increases go into the files and trace the first recent symptom of failing incomes in orgs general to all orgs. Then go earlier by a few weeks and look for any new programmes or changes. You will often find it easily. Act accordingly and very fast to get it straightened up (the new one out, the old one back in.)

This done very broadly over a long time period will spot up all successful general programmes subsequently abandoned and could increase org income everywhere.

LOCAL TRAFFIC

Give local comm traffic less attention than exterior traffic.

Because an Executive Director is in an org the org will pull him or her onto its lines for various functions. Seek to avoid this.

Concerns of the local org where the Executive Director is located should occupy the following fraction of Executive Director traffic one over the total number of orgs in Scientology.

If that proportion is violated (taking into account reports from outside condensed or relayed by the local org for the Executive Director) then the local org has put one or more hats on the Executive Director. If these are not spotted and removed, Executive Director comm traffic will increase internationally and international gross income will reduce (also reducing the local org's income.)

PURPOSE OF COMM LINES

The main reasons the Comm lines to the Executive Director exist are:

1. To disseminate Scientology as widely as possible through standard channels;
2. To increase the international (as opposed to local) gross income steadily and stably;
3. To co-ordinate Scientology activities;
4. To keep top org executives on their toes and functioning;
5. To hold a high tech standard;
6. To hold in policy;
7. To detect new policy when really needed and get it formulated at board level;
8. To catch the ball when it's dropped at high executive levels (Org/Assn Sec., HCO Sec.)
9. To design new promotion, test it and get it going if successful.
10. To keep Scientology research and compilation well financed.
11. To keep everyone in the know on current Scientology actions and news.

These (not in order of importance) comprise most of the functions of the office and therefore regulate the character of the Comm lines.

One can do these things only if one keeps his Comm lines going and within reason as to volume.

When feeling one isn't getting anywhere, the first place to look is at the Comm Lines and the first thing to do is straighten up the Comm lines so they can be used easily without strain.

Probably the first thing one notices about Executive Director Comm Lines is that one isn't originating anything, one is only answering up. If one is doing this then the whole of the Lines have to be gone into, Dev-T rooted out, clandestine hats shed, slack personnel demoted, transferred or sacked and actions taken to get policy and programmes back in.

If it has gone too long, one does the above on a gradient, not all at once, starting with crisp new promotion or a furious carrying out of old promotion, getting Dev-T, getting that spotted and its chronic originators handled, looking for hidden hats on one's head and shedding them, and so on.

I have found that when the Executive Director Comm Lines had me backed off from origin, I have always had to abandon the whole lot for a bit and, by passing them, get promotion going fast. Because when lines get that way, income has dropped or will shortly drop and, always, part of such a picture has turned out to be a forthcoming financial crisis. After furiously promoting and getting promotion done, one usually can look back in view of what one now knows and say "Whew! That was close! If I hadn't gotten promotion started in December, we'd now be wiped out."

Promoting into a comm line overwhelm is nonsense. One acts by by-pass of his in-basket. Then, having acted, one straightens up his lines by analysing and tabulating every despatch as he answers it. Then one shucks the accumulated hidden hats by getting them worn where they should be.

And all turns out well.

The only genius required is fast reliable promotion action. Sometimes this requires a lot of inspiration. Example: getting the idea to publish The Auditor and getting it in the run over the near dead bodies cluttering up the place. It took 4 months to get it out in people's hands but during those 4 months a lot of the other above actions were also taken. By the time it came out the org had almost collapsed, owed thousands and thousands. But it was out and the ball was caught. At the moment I started the promotion the only visible symptom of trouble was that I could not find time to originate anything and was smashed back into only answering. Things smelled bad but not one single cause could be isolated and little data was known about what might be wrong. I promoted, then found what was wrong. So always take that order of precedence of action. Get in old promotion or design new and get it in the run. Then, straighten up the Comm lines and shed the hats. The latter two actions can take eight or nine months. The financial emergency which will occur after a period of sour, flooded Comm lines will occur before the effect of straightening up comm lines will correct the financial situation. Hence, promote and then straighten up comm lines any time there has been a prolonged period of Executive Director overwork or non-origin.

The only hitch is to promote so that income will flood in and no existing income will be blocked.

In this respect, I never abandon known income in favour of hoped-for income. So the promotion done must take that into account. Example: A promotion scheme advanced by executives consisted of selling a lot of different memberships instead of receiving Franchise 10/s. A lot of reasons were given as to why the Franchise 10% idea was poor and how much money would be made by memberships. I looked up Franchise income and found it was one-tenth the income of Saint Hill! Without being worked on at all. It offered great potential increase. I did not therefore abandon Franchise but arranged promotion to improve it. The advice to abandon it, if followed, would have blocked the 1964 Book-Ad promotion!

So no new promotion should be allowed to knock out successful function. The thing to do is increase successful functions by newly promoting them, not something new.

Also, never go outside Scientology for income. That's a symptom of sure flop. Every Scientologist who does lays an egg. Use Scientology to produce income always and despatches or comms advising other courses should be put in File O and ignored.

Reports will tell you what actions are producing income where. Use those actions for increased promotion.

Example: The failure to send Certainty to the whole list and a gradual decay of content and abandoning hard sell was coincident with London income decline. Pepping up Certainty increased London income. Therefore publishing the Auditor was based on old known promotion. So it didn't require vast genius to dream it up after all. And that it would save the bacon at Saint Hill by April 1964 was a foregone conclusion.

Reliable old promotion prettied up and done is usually best.

So promotion takes precedence over the condition of Comm lines on the Executive Director (or Assn/Org Sec) posts.

Thus there is something routine comm lines are junior to - promotion.

If you try to straighten up comm lines and the org or orgs in the face of threatened financial disaster, you will always be too late. When financial slumps are in view or forecast always Promote first and fast, ignoring the lines and orgs and straighten up Comm lines and orgs afterwards.

If you know this and do it, you won't ever have a complete financial disaster.

If you tried to straighten up the lines and org or orgs in order to use them to promote, the disaster will be upon you before you have a straight set of lines and an

org. So the result is always a smaller org if you reverse the correct sequence of action.

Orgs that grow smaller have not promoted first and re-organized second. They re-organize first and so can only save themselves by reducing staff. They should have promoted first and then reorganized in the time thus bought.

You buy time with promotion and in that time you can straighten up the house.

Never, when promoting orgs out of a threatened financial disaster, consider whether or not it is easy to do or if staff can do it. Remember that the staff involved started the slump. Just promote and regardless of anyone and if necessary over any number of dead bodies, get it executed. Then revive or bury the corpses. Handling things otherwise when the future goes grey will ruin everything.

Years ago it was obvious to me, as Executive Director, that orgs either could not or would not promote and that I had to do all their effective promotion. I used to wait in vain for orgs to generate promotion. When they didn't, disaster would loom, then I would grab the promotion ball, promote like mad, save them and then wait again hopefully for orgs to promote.

I never realized why. Now I know. Orgs (any organization, not only a Scientology group) tries to handle everything by administration first last and always. They would promote routinely but when "organized for it."

Thus, when things were close to disaster financially (brink close and bill collectors' calling, which alerted even the dullest person present), they sought to "change registrars" or hire new typists or sit around and try to find out where the breakdown had been.

One, they hadn't any system to advise them of future slumps and wouldn't have put much time in using it and it required an earthquake to alert them, and Two, being inverted by threatened catastrophe sought to remedy their org faults as the only solution

True, if they had a smooth org the inherent promotional actions of departments would save them.

But it takes longer to repair an org system than it does to promote new business. So the length of time of their solution, begun on at the brink of disaster, over-ran the last possible moment available.

Promote, then repair the lines and personnel malfunctions or improper placements.

This is a new idea. The world of business and government does not know it. They sometimes accidentally use it. Some dynamic director or manager might instinctively do it. But the high incidence of business failure (1 in 19 fail in the first year) and chronic governmental failures and insolvencies show the datum is not used by Man even if known. Big businesses with huge sinking funds alone can use the system of "make it solvent next year by improving our structure" successfully. And even many of those miss and go bankrupt.

The shrinking empire has always (a) experienced but failed to handle financial emergencies; (b) sought to resolve the situation by administrative changes and economic measures.

Nobody can save himself or a country out of a slump. You can't save what you haven't got. Therefore enforcing economy is aimed only at keeping outgo from being more than income. Enforced economies is no solution to a slump. When it is used as a sole salvage measure everything gets smaller and the former position is never regained. When politicians start talking economy more than they talk of prosperity, the country is going to shrink in its sphere of influence.

England has done and is doing just this. Its empire shrunk for no other reason than that it sought to re-organize itself out of too many financial crises and failed to promote.

Talk economy, yes. But talk promotion harder and sooner.

No empire stands still. They expand or shrink. They expand by (1) intelligent promotion and (2) good administration and (3) sensible economy, in that order. They shrink by using the wrong order - (1) Economy, (2) More administration, and (3) some promotion. They shrink because they never regain the former position by Administrative management alone and the economy has nothing to economize on.

The Scientology empire must continue to expand in order to live at all. Therefore one (a) keeps promotion going, (b) administers intelligently, (c) practises necessary economies in that order. And in emergencies one promotes before one even thinks about re-organization. Doing that maintains the expansion.

Where an org has the same income year after year they will soon begin to have less income. They are handling their various crises by administration and economy only.

If they watched their comm lines and every executive kept on his executive hat and corrected all Dev-T, they would never have to do frenzied promotion as by the design of orgs they would be promoting constantly. And if they handled bad crises by everyone grabbing some old tried and true promotional project and making it fly before they even wondered why they got into a slump and afterwards put their house in order when the promotion project was done, they would only expand.

You use Comm Lines to detect areas of potential slump. By analysis of Dev-T, by observance of non-ack, by watching volume of action, quality and content of magazines, the Executive Director can accurately predict future slumps - literally a year or two before they happen. Predicted at this remoteness one can make the small changes that will bring them up before they really start to fall. One has bought time. To do this one has to be very alert in Comm Analysis, believe its maxims and not "be reasonable about it" and act on what one finds when he really establishes what he thought he observed. This buys time.

When Comm Analysis and reports are not given close attention or when falsified for some time or bad spots don't come to view in spite of it all, then one approaches financial disaster.

When income itself starts to fall in an org or orgs, one then uses this datum - Promote first and ask questions afterwards. Always use sure fire type promotion, broad and huge, an old action in a bigger new dress; never use risky, untried ideas. Now with that getting done (and making sure it is being done by inspecting its progress day by day personally or doing it yourself) start getting lines and personnel straight. If the promotion idea is big enough and practical enough it will pull through the period of re-organization and the resultant income should be arriving just before the sheriff or bailiff knock on the door. You then smilingly pay them off and the re-organized org is now capable of rendering the service sold.

Promoted business always has a delay. It takes 6 weeks to get the first response to a magazine or a barrage of letters. It may take 5 months to flood the place with money.

You can never promote too early. You can often promote almost too late.

My early days maxim about org finance was "make more than they can waste." Later it became "make more than they can waste and patch them up so they can deliver." Now it's "make sure they will make enough and hide some of it and make sure they deliver so they will make even more."

Intelligently observed and handled Comm Lines will buy enough time to make frenzied promotion unnecessary. Orderly promotion over a long term can then be done. It's the short term money necessity that makes promotion genius level. The shorter the time available, the more genius it takes.

So vigilance on the Comm Lines and good analysis of them buys the time necessary to do long term promotion and keep orgs grooved in before they go into a long slide.

All this - the prevention of shrink and the continuation of expansion is the prime reason for the Executive Director's existence.

To do it the Executive Director must have the proper Comm lines and handle them.

Beyond this there is no real reason for an Executive Director or the comm lines to and from that hat.

CSW

Completed Staff Work is always demanded by the Executive Director when asked to make any decision or okay anything.

This prevents errors.

However, requests for authority to depart from the usual are dangerous when okayed as they then set up areas of difference and cause policy to wander and misfit at the joints.

Given intelligent existing org patterns and programmes, one would be right more often than wrong by far if one turned down all requests for authorities or changes in action.

So while one always demands completed staff work (CSW) on requests for decision, one tends to say "No." If one begins to say "Yes" the whole programme begins to slide into some unworkable hash.

Many requests for decision from a post means either (1) the post is improperly held, or (2) the hat of the post isn't understood. In either case one should originate despatches or Exec. Ltrs. to obtain data about the person and the hat and should either rewrite the hat or educate or transfer the person.

SUMMARY

The Executive Director Comm Lines are the carriers of data and commands and must be well handled. The traffic must be policed and kept grooved.

The lines must be handled with considerable speed. But no matter the urgency that may be urged upon the Executive Director, decisions or actions must be based on complete data.

If the Executive Director's Comm lines are good and complete and well handled the position becomes very easy to deal with and all will go well.

Emergencies, on good lines, can be foreseen by at least a year and handled long before they happen.

The only real troubles on the Executive Director lines come from incomplete or random reports and a failure to believe the raw data of income and statistics in some area and act when bad spots are consistently observed.

LRH: jw
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