

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Crinstead, Sussex

Remimeo.  
All Staff Hats

HCO POLICY LETTER OF 20 NOVEMBER 1965

All Divisions  
Qual Div Hat Check on all Staff

THE PROMOTIONAL ACTIONS  
OF AN ORGANIZATION

(Contains 129 Actions that ensure  
solvency and are vital in an org)

When one hears that an Org or a Division, a Department or Section or Person has been ordered to promote, the question can be asked "What does this mean?"

Some suppose it means get an incredibly brilliant new idea that has never been done before. Another thinks it means hiring an ad agency. Somebody else may think it means telling lies or working confidence tricks. It is none of these things.

Only in emergency promotion does one need new ideas and these most often consist of how to accomplish a long neglected action in some other department one doesn't have control over. The brilliance required here is how to get your part done anyway.

PROMOTION means, to make something known and thought well of. In our activities it means to send something out that will cause people to respond either in person or by their written order or reply to the end of applying Scientology service to or through the person or selling Scientology Commodities, all to the benefit of the person and the solvency of the org.

Now do you see that a staff member smiling is sending something out that will make someone respond and think better of the staff member and the org. That comes under the definition of Promotion. A janitor making the steps clean is presenting something (the view of clean steps) that will make both himself and the org a bit better thought of. A mail clerk doing up a neat package is sending something out that will make the org well thought of. Do you see?

So any action that makes the staff member of the org visible and well thought of is promotion.

Furthermore any job in the org well done makes it possible for others to promote but not done makes it very hard to promote or makes it impossible altogether. Every task in the org contributes to promotion. And without promotion there is no job.

There are, however, very standard promotional actions which we concentrate on in an org.

ROUTINE PROMOTION

Through the years orgs have developed various standard promotional actions which invariably achieve results if done.

Today these actions are woven into the standard organizational pattern as administrative activities.

If an org follows the organizational pattern and does what the hats say, then it will be promoting with no further strain.

The promotion ideas and patterns as they now exist are never at fault. Only failing to do them is at fault.

Promotion only fails because of non-execution.

Without promotion one has insolvency.

Promotion without adequate delivery of service or commodity will eventually fail to deliver income.

THE PROMOTION ACTIONS

The Standard Promotion Actions of an Org, by Division and Department are:  
(Note: There are other actions in these portions of the org. These are only the Promotional Actions.)

- (1) HCO AREA SECRETARY - Co-ordinates and gets done the promotional functions of Division 1.
- (2) DEPARTMENT 1 (Dept of Routing, Appearances and Personnel) sees that the org has a good clean appearance.
- (3) Sees that personnel are properly dressed, well-conducted and give the org a good tone.
- (4) Requires Reception to make known free introductory lectures to all callers.
- (5) Has books on display at Reception.
- (6) Keeps staff from collecting in Reception Centre and talking Scientology before callers.
- (7) Controls public notice boards of the org and makes sure they also feature org services available.
- (8) Routes people swiftly and accurately to the required services.
- (9) DEPARTMENT 2 (Dept of Communications) - Keeps a complete Address File in such shape that mailings are wide and sent to people who will respond. Never lets go of an address or a mailing list and keeps them all properly corrected and up to date and in proper categories for ready use.
- (10) Sees that mailings go out promptly and on schedule.
- (11) Sees that internal despatches are swiftly delivered and are in accurate form.
- (12) Sees that letters and orders arrive safely and are quickly handled and not overlooked.
- (13) Oversees stationery and typing quality so that communications going outside the org look smart and sound bright.
- (14) DEPARTMENT 3 (Dept of Inspection and Reports) - Sees that the org is there and functioning.
- (15) Sees that Suppressives and enturbulative elements do not block dissemination.
- (16) Sees that service is accurately given and that no squirrel tech is used.
- (17) Prevents the phenomenon of no-case-gain by spotting Potential Trouble Sources and handling.
- (17a) Ethics gets case resurgences by finding the right SPs.
- (18) HCO DISSEMINATION SECRETARY - Co-ordinates and gets done the promotional functions of Division 2 and makes the org and services known to Scientologists.
- (19) DEPARTMENT 4 (Dept of Promotion) - Issues magazines on schedule.
- (20) Properly presents services in ads in org magazines and mailings.
- (21) Does promotional pieces for Publications Dept.
- (22) Executes planned promotions as laid down in Sec EDs.
- (23) Compiles promotional pieces and programmes for issue to Scientologists.
- (24) Sees that the files, addresses and requirements of persons interested in Scientology are used to the full.
- (25) DEPARTMENT 5 (Dept of Publications) - Sees that good quantities of books are instock.
- (26) Sees that books and minces look well when completed.
- (27) Ships swiftly on receipt of orders.
- (28) Issues the technical and policy materials of the org to get in Pol and Tech.
- (29) Gets promotional pieces printed.
- (30) Gets pins and insignia in stock and ensures broad issue so they will appear in the world and thus disseminate.
- (31) Sees that book fliers (handbills) are shipped out regularly to Scientologists and book buyers.
- (32) Sees that tapes are available and that presentation of them is of good tone quality.
- (33) Sees that any cine material is available and ready for broad use.
- (34) DEPARTMENT 6 (Dept of Registration) - Letter Registrar works to accumulate questionnaires and mail from those responding to promotion. Follows exact policy and gets out floods of mail to all possible proper candidates for service.
- (35) Keeps Central Files right up and in excellent shape and adds all new names of buyers of books and services.
- (36) Uses Central Files to the limit to produce business and routes everyone in it individually in accordance with the routing sheet on the back page of Auditor 10, by employign Gradation Charts and sending them out marked and devising other means of utilizign CF to produce beans.

- (37) Sends out questionnaires with all offers which detect people's plans for training and processing.
- (38) Accepts Advance Registration and encourages more advance registration until her months ahead are scheduled full of students and pcs.
- (39) Does Phone Registration in City areas in addition to other registration actions such as Letter Registrar.
- (40) Registers everyone who comes in for service as pleasantly as possible with due regard for the solvency of the org.
- (41) ORGANIZATION SECRETARY - Co-ordinates and gets done the promotional functions of Division 3.
- (42) DEPARTMENT 7 (Dept of Income) - Persuades payment of cash or increase in purchase whenever possible.
- (43a) Collects outstanding notes by monthly statements.
- (43b) Collects outstanding notes through Field Staff Members via Dept 17.
- (44) Gets all mail orders invoiced and/or collected so they can be shipped at once.
- (45) DEPARTMENT 8 (Dept of Disbursement) - Keeps bills paid in such a way that the org is in excellent credit repute. (Promotes with good credit rating.)
- (46) Gets salaries accurately and punctually paid to keep staff happy.
- (47) DEPARTMENT 9 (Dept of Records, Assets and Material) - Gets proper quarters to make the org look good, whether for momentary or permanent use for all divisions.
- (48) Keeps Materiel of org bright.
- (49) Acquires reserves to give a reputation of stability to org.
- (50) Keeps staff clothing issued and in good order (in those orgs providing uniforms).
- (51) TECHNICAL SECRETARY - Co-ordinates and gets done the promotional functions of Division 4.
- (52) DEPARTMENT 10 (Dept of Tech Services) - Makes the customers happy and glad to be there.
- (53) Gives brisk service.
- (54) Acquires for the org a reputation for swift and excellent handling of people.
- (55) DEPARTMENT 11 (Dept of Training) - Gives excellent training. (The soundest possible promotion quickly mirrored in numbers enrolling.)
- (56) Routes dissidents quickly to Ethics and shows to Review.
- (57) Briskly and punctually schedules classes.
- (58) Accomplishes lots of completions.
- (59) Turns out very competent auditors whose excellence promotes the Academy (or College at SH) and Scientology.
- (60) Writes letters to possible prospective students to get the Academy (or College at SH) full. (This is an old, old activity of the D of T who never depends on Registrars or magazines.)
- (61) Makes sure the excellence of training that is there is bragged about in magazines etc.
- (62) Gets students (Free Scientology Centre) to find new, raw meat pcs of their own around the town and audit them for student classification and gets them to bring such pcs in for Release examinations and declarations (during which they get routed through Registrar who presents the award) and refuses any for classification in cases already known to be a paying pc of some org or auditor.
- (63) DEPARTMENT 12 (Dept of Processing) - Gets excellent results on all pcs.
- (64) Becomes well known for standard tech.
- (65) Spots SPs and PTs early and routes to Ethics. Routes bogged cases quickly to Review.
- (66) Takes responsibility for all cases in the whole area where the org is.
- (67) Makes auditors look and act professionally outside the HGC so people will have confidence in them.
- (68) Insists on clean, attractive HGC quarters and helps Materiel to achieve and maintain them.

(69) Gets pcs in such good shape they are walking advertisements for the HGC and Scientology.

(70) Writes letters to possible pcs (the D of P has had this duty for 15 years).

(71) Pushes along the Free Membership programme and makes sure Accts sends a bill for the next year's membership the moment the six months expires.

(72) QUALIFICATIONS SECRETARY - Co-ordinates and gets done the promoting function of Division 5.

(73) DEPARTMENT 13 (Dept of Examinations) - Makes sure no untrained student or unsolved case gets past.

(74) Finds the real errors in any failures (no student or pc ever gets upset if the actual error is spotted - they only get upset when a wrong error is found).

(75) Refuses to get so concentrated on "validating people" that errors are overlooked for this backfires also.

(76) Routes those passed quickly to Certs and Awards and those failed quickly to Review and routes any Ethics matters discovered promptly to Ethics.

(77) DEPARTMENT 14 (Dept of Review) - Quickly repairs any flat ball bearings turned out by the Tech Division so they will be no discredit to org.

(78) Gives brilliant standard isolation of any errors in students or pcs - discovers them with ease.

(79) Repairs thoroughly.

(80) Makes a continual effort to get failed cases in the field or ARC Broken Scientologists in for a Review.

(81) Sends to Ethics all Ethics matters discovered. Cultivates an aura of effortless competence.

(82) DEPARTMENT 15 (Dept of Certs and Awards) - Issues credentials that will be seen around - pins that people will wear, certificates they will hang up, cards they will show.

(83) Never issues anything falsely as it will be hidden or discredited.

(84) Issues literature to all new releases and other completions that tells them what they have attained and what next to do and encourages them to do it.

(85) Heavily promotes auditors outside the org to bring in their pcs for examination and Release declarations.

(86) DISTRIBUTION SECRETARY - Co-ordinates and gets done the divisional promotion functions of Division 6 and makes Scientology and the org known to the broad public.

(87) DEPARTMENT 16 (Dept of Field Activities) - Advertises to the broad public.

(88) Advertises and holds Congresses, Open Evenings, etc.

(89) Sees that the Introductory lecture and non-classed courses use no words that will be misunderstood and make people want to buy training and processing and offers it.

(90) Furnishes lecturers to groups.

(91) Gets books placed in book stores reviewed and in the public view.

(92) Acquires new mailing lists.

(93) Sends out excellent info packets.

(94) Guides in new body traffic.

(95) Works on the public not on the Scientologists already known to Divisions 1 and 2.

(96) DEPARTMENT 17 (Dept of Clearing) - Recruits and handles Field Staff Members to get in pcs and students for the org (and collect past debts).

(97) Keeps in touch with Franchise Holders and keeps them informed.

(98) Carries out all FSM and Franchise activities and makes them head people toward the org.

(99) Treats the whole departmental activity as salesmen are handled by any other business org.

(100) Trains the FSMs and Franchise Holders and makes them financially successful.

(101) Gets all commissions owed promptly paid to encourage earning more commissions.

(102) Gives FSMs and Franchise Holders things they can use to disseminate and select.

- (103) Advertises and conducts an Extension Course.
- (104) Invites Scientologists to ask that Info Packets be sent to friends and relatives.
- (105) Finds and encourages the formation of Scientology Groups and Registers them and offers certificates.
- (106) Sends out mailings to Groups.
- (107) Registers Franchise Centre names.
- (108) DEPARTMENT 18 (Dept of Success) - Contacts by letter all ex-pcs and students of the org. They should be written to at widening intervals after leaving org.
- (109) Collects by letters or verbally successful applications of Scientology.
- (110) Issues stories of successful application.
- (111) Handles press.
- (112) Makes Scientology popular or the thing to do.
- (113) Sells Scientology to governments and broad social stratas.
- (114) Issues projects of application to advanced Scientologists, particularly those projects involving artists or public figures.
- (115) Acknowledges the activities of Scientologists busy out in the world.
- (116) Appoints Committees of Scientologists in various areas and groups to advise on improvements of the civilization.
- (117) Encourages broad public (lay) memberships.
- (118) Gets spectacular wins posted on the Org's public notice boards.
- (119) Condenses wins into data of interest for mags and as handouts.
- (120) Makes a Catalogue of successes with various processings on various conditions.
- (121) Encourages and publicizes various applications of Scientology.
- (122) LRH COMMUNICATOR - sees that Executive communications fly and look well and that promotional Sec Eds are followed.
- (123) DEPARTMENT 19 (Office of the Org Exec Sec) - Oversees and gets execution on all promotional actions and functions in his or her four divisions.
- (124) DEPARTMENT 20 (Office of the HCO Exec Sec) - Oversees and gets execution on all promotional activities in his or her 2 HCO Divisions and the Executive Division.
- (125) DEPARTMENT 21 (Office of LRH) - The Advisory Council closely watches gross divisional statistics and quickly acts to handle any division of low gross divisional statistic. Acts to get into action all dropped or neglected standard promotions.
- (126) The Advisory Council develops new ways of making old promotion as inherent in the org (detailed above) more effective and better executed. It never neglects old standard promotion to too strongly concentrate on new promotion.
- (127) Primarily it handles Secretaries and acts through Secretaries of division to get all the promotion actions done.
- (128) As Financial Planning sees that pricing of everything sold is not too high to discourage the public and not too low to make the org insolvent.

These are the standard promotional actions of a Scientology organization.

Any org not in a high state of solvency and activity has omitted some or a majority of the above.

It is almost impossible to fail to succeed if one just does the listed actions.

There is a great deal of busyness connected with them. But they are essentially simple actions. Most of us have been doing them for years.

If there is any mystery felt about them, then one either hasn't read his policy letters or is in disagreement with promoting at all.

Actually it is too simple. I am often amazed when people want me to write tens of thousands of words to describe these actions.

The thing to do is do them. Then one quickly gets the "hang" of them. And they are easy.

As usually one at staff level is concerned with only one or two of these they are very easy to learn all about and do. The thing to know is (a) they exist, (b) they are essential actions and (c) their details must be done for them to succeed.

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I have made no attempt here to review the org or old promotions. All I've done is write what I would expect to have happening in any org or division of any org if I wanted a successful org. I've listed things which, if missing, would cave in a Division or the HCO or Org portions.

A far more thorough analysis could be done. This is only a list of the essential actions. If less than these are done one will have poverty not prosperity.

If one can't get them done in an org, then there is something awfully wrong.

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When a Staff member is in a part of the org that is in emergency or danger, he, not being a high executive, often feels he can do nothing. This is foolish. Solvency is not made by high executives. It is made by doing one's own job.

Every action in every department is linked with promotion. To get out of emergency or danger one must first promote. That means, do the action that promotes in one's department or section or unit.

Solvency and org wins are made up of the small actions of the staff all added together.

Read again how promotion is defined. Read what is the promotional action of your immediate zone in your org. Ask yourself if you are giving it all you can. Then maybe you will understand whether you should be solvent or insolvent.

There is no other magic about it.

The one fatal error in promotion is to get so involved in worrying over things not your zone of promotion that you do not thoroughly execute your own role in promotion.

The most successful course of action you can follow is to do your part of the promotion in your own zone and do it so well it makes up for any shortcomings that might happen elsewhere in the org. Always promote more than can be wasted.

And also promote as a person and staff member. Even if you may not be an auditor, you never know what your smile, your helpfulness and your quick attention to another's confusion or difficulty might have cured.

Your actions and presence are meaningful and valuable too, you know.