

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 NOVEMBER 1965R
Remimeo (Revised & updated 15/4/73)
All Staff Hats

All Divisions
Qual Div Hat Check on all Staff

THE PROMOTIONAL ACTIONS
OF AN ORGANIZATION

(Contains 155 Actions that ensure solvency and are vital in an org.)

(Cancels HCO PL 15 Dec 65 Additions to "The Promotional Actions of an Organization.")

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 with 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 Personnel) - recruits and hires personnel in adequate numbers to ensure the expansion of the org.
3. Trains and hats personnel and ensures proper apprenticeships are done so that personnel competently produce on post and stable expansion is maintained.
4. Ensures all personnel are utilized for maximum production and growth.
5. DEPARTMENT 2 (Dept of Communication) - Sees that mailings go out promptly and on schedule and that the Magazine is mailed all at once, not in bits and pieces.
6. Sees that internal despatches are swiftly delivered and are in accurate form.
7. Sees that letters, telexes and orders arrive safely and are quickly handled and not overlooked.
8. Oversees stationery and typing quality so that communications going outside the org look smart and sound bright.
9. Requires Reception to make known free introductory lecture to all callers.

10. Has books on display at Reception, and stacks of fliers available in cases offering Scientology and Dianetic services.
11. Keeps staff from collecting in Reception Centre and talking Scientology before callers.
12. Controls public notice boards of the org and makes sure they also feature org services available.
13. Routes people swiftly and accurately to the required services.
14. Answers the phone pleasantly and handles or connects phone callers to the proper terminals effectively.
15. Competently remimeos and rapidly distributes to staff all LRH and Flag issues immediately upon receipt to get in Pol and Tech.
16. DEPARTMENT 3 (Dept of Inspection and Reports) - Sees that the org is there and functioning.
17. Sees that Suppressives and enturbulative elements do not block dissemination.
18. Sees that service is accurately given and that no squirrel tech is used.
19. Prevents the phenomenon of no-case-gain by spotting Potential Trouble Sources and handling, and swiftly routing back to the service.
20. Ethics gets case resurgences by finding the right SPs.
21. Rapidly and effectively handles any and all students and pcs routed to it for ethics handling and gets them back on course or into the HGC so tech goes in.
22. HCO DISSEMINATION SECRETARY - Co-ordinates and gets done the promotional functions of Division 2 and makes the org and services known to Scientologists.
23. DEPARTMENT 4 (Dept of Promotion) - Issues magazines on schedule.
24. Does Surveys for Promo and uses the results so as to make the right offerings.
25. Properly presents services in ads in org magazines and mailings.
26. Does promotional pieces for Publications Dept.
27. Compiles promotional pieces and programmes for issue to Scientologists.
28. Sees that the files, addresses and requirements of persons interested in Scientology are used to the full.

29. DEPARTMENT 5 (Dept of Publications) - Sees that good quantities of books are in stock.
30. Places Ads in the Magazine or via Div 6 in Public Mags and papers for books and training and processing.
31. Ships swiftly on receipt of orders.
32. Gets promotional pieces printed.
33. Gets pins and insignia in stock and ensures broad issue so they will appear in the world and thus disseminate.
34. Sees that book fliers (handbills) are shipped out regularly to Scientologists and book buyers.
35. Gets Hat and Course Packs made up and in adequate stock.
36. Sees that tapes are available and that presentation of them is of good tone quality.
37. Sees that any cine material is available and ready for broad use.
38. 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.
39. 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 connected and up to date and in proper categories for ready use.
40. Keeps Central Files right up and in excellent shape and adds all new names of buyers of books and services.
41. 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 employing Gradation Charts and sending them out marked and devising other means of utilizing CF to produce business.
42. Sends out questionnaires with all offers which detect people's plans for training and processing.
43. Accepts Advance Registration and encourages more advance registration until her months ahead are scheduled full of students and pcs, and gets persons arriving on or before their scheduled date.
44. Locates and contacts ARC Broken persons and gets them into the org for a Free ARC Break Session.
45. Does Phone Registration in City areas in addition to other registration actions such as Letter Registrar.
46. Registers everyone who comes in for service as pleasantly as possible and accepts their money with due regard for the solvency of the org.

47. TREASURY SECRETARY - Co-ordinates and gets done the promotional functions of Division 3.
48. *Collects Advance Payments and outstanding notes by floods of excellent on policy accounts letters and by monthly statements.*
49. Collects outstanding notes through Field Staff Members via Dept 17.
50. *Has Accounts files kept up so as to provide accurate and up to date accounts balances speedily upon request for all org customers.*
51. Gets all mail orders invoiced and/or collected so they can be shipped at once.
52. 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).
53. Get salaries accurately and punctually paid to keep staff happy.
54. DEPARTMENT 9 (Dept of Records, Assets and Materiel) - Gets proper quarters to make the org look good, whether for momentary or permanent use for all divisions.
55. Keeps materiel of org bright.
56. Acquires reserves to give a reputation of stability to org.
57. Keeps staff clothing issued and in good order (in those orgs providing uniforms).
58. TECHNICAL SECRETARY - Co-ordinates and gets done the promotional functions of Division 4.
59. DEPARTMENT 10 (Dept of Tech Services) - Makes the customers happy and glad to be there.
60. *Gets all fully paid students and pcs into org and services delivered. Never permits service to backlog.*
61. Gives brisk service.
62. Acquires for the org a reputation for swift and excellent handling of people.
63. DEPARTMENT 11 (Dept of Training) - Gives excellent training. (The soundest possible promotion quickly mirrored in numbers enrolling.)
64. Routes dissidents quickly to Ethics and slows to Review.
65. Briskly and punctually schedules classes.
66. Accomplishes lots of completions.
67. Turns out very competent auditors whose excellence promotes the Academy (or College at SH) and Scientology.

68. 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.)
69. Makes sure the excellence of training that is there is bragged about in magazines etc.
70. DEPARTMENT 12 (Dept of Processing) - Gets excellent results on all pcs.
71. Becomes well known for standard tech.
72. Spots SPs and PTSES early and routes to Ethics. Handles bogged cases immediately with no delays.
73. Takes responsibility for all cases in the whole area where the org is.
74. Makes auditors look and act professionally outside the HGC so people will have confidence in them.
75. Insists on clean, attractive HGC quarters and helps Materiel to achieve and maintain them.
76. Gets pcs in such good shape they are walking advertisements for the HGC and Scientology.
77. Writes letters to possible pcs (the D of P has had this duty for 15 years).
78. QUALIFICATIONS SECRETARY - Co-ordinates and gets done the promotional functions of Division 5.
79. DEPARTMENT 13 (Dept of Validity) - Makes sure no untrained student or unsolved case gets past.
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80. Routes people speedily to their correct Qual service, and out on the correct line.
81. Accurately examines all pcs to ensure honest delivery.
82. Applies fast flow attestation to all Superliteratees and inspects after the fact and catches all flubbed products and gets them corrected.
83. 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).
84. Routes those passed quickly to Certs and Awards and those failed quickly for correction and routes any Ethics matters discovered promptly to Ethics.
85. Issues credentials that will be seen around - pins that people will wear, certificates they will hang up, cards they will show.
86. Never issues anything falsely as it will be hidden or discredited.

87. 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.
88. Pushes along the Free Membership program for new Scientologists and makes sure Accounts sends a bill for the next year's membership the moment the six months expire. Ensures Auditors keep their Certs in force with an up to date Membership.
89. Makes a continual effort to get ARC Broken Scientologists in for ARC Break handling.
90. DEPARTMENT 14 (Dept of Personnel Enhancement) - Applies Word Clearing and repair technology on a personal basis to the fullest extent to restore Lost Technology.
91. Makes sure there are NO misunderstood words existing amongst staff, auditors or in the org public.
92. Sees that all training and auditing programs of staff, students, auditors, Internes or in the org public are without skipped gradients and done.
93. Ensures all staff cases are progressing satisfactorily with good OCA (APA) gains and that NO no case gain cases are on staff.
94. Catches people who are ARC Broken, fallen off lines or run into personal troubles and gets them back on the rails and active again.
95. Provides fast medical liaison actions for staff and publics to ensure fast correction of any physical difficulties.
96. DEPARTMENT 15 (Dept of Correction) - Makes sure all Scientology and Dianetics materials are available and the knowledge known and used.
97. Gives excellent Interne training supervision on a daily basis to boost and build TRs quality and create professional competence.
98. Gives brilliant standard isolation of any technical or administrative errors in students or staff - discovers and handles them with ease.
99. Sends to Ethics all Ethics matters discovered. Cultivates an aura of effortless competence.
100. Restores Lost technology in the org and field through constant correction and application of 100% standard technical and administrative technology.
101. 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.
102. DEPARTMENT 16 (Dept of Public Information) - Advertises, informs and brings in the broad public.

103. Surveys to get all angles on public appeal.
104. Sees that personnel are properly dressed, well-conducted and give the org a good tone and appearance.
105. Handles press and public relations area control.
106. Makes Scientology popular or the thing to do.
107. Encourages broad public (lay) memberships.
108. Collects by letters or verbally successful applications of Scientology.
109. Issues stories of successful application.
110. Gets spectacular wins posted on the Org's public notice boards.
111. Condenses wins into data of interest for mags and as handouts.
112. Makes a Catalogue of successes with various processings on various conditions.
113. Sells Scientology to governments and broad social stratas.
114. Gets books placed in book stores reviewed and in the public view.
115. Keeps up heavy public book sales and places book ads.
116. Acquires new mailing lists.
117. Sends out excellent info packs.
118. Does voluminous public contact work and guides in new body traffic.
119. Works on public not on the Scientologists already known to Divisions 1 and 2.
120. Sends out Tours that sell services by personal contact and developing of prospects outside the org.
121. DEPARTMENT 17 (Dept of Public Servicing) - Conducts attractive, convincing introductory demonstrations and miniature courses that get public interested enough to buy something.
122. Holds events, Open Evenings etc.
123. 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.
124. Furnishes lecturers to groups.
125. Advertises and conducts an Extension Course.

126. Sees that all new public in get routed to the Public Registrar.
127. Sells training and processing to new public and Basic Course students and gets them started on same in Division 4.
128. Keeps the percentage of new people who sign-up and start service very high with full application of Big League sales techniques and standard policy by Public Registrars.
129. DEPARTMENT 18 (Dept of Clearing) - Recruits and handles Field Staff Members to get in pcs and students for the org (and collect past debts).
130. Keeps in touch with Franchise Holders and keeps them informed.
131. Carries out all FSM and Franchise activities and makes them head people toward the org.
132. Treats the whole departmental activity as salesmen are handled by any other business org.
133. Trains FSMs and Franchise Holders and makes them financially successful.
134. Gets all commissions owed promptly paid to encourage earning more commissions.
135. Gives FSMs and Franchise Holders things they can use to disseminate and select.
136. Invites Scientologists to ask that Info Packets be sent to friends and relatives.
137. Finds and encourages the formation of Scientology Groups and Registers them and offers certificates.
138. Sends out mailings to Groups.
139. Finds and encourages the formation of Franchises and sees that they register with the Franchise Officer World Wide.
140. Issues projects of application to advanced Scientologists, particularly those projects involving artists or public figures.
141. Acknowledges the activities of Scientologists busy out in the world.
142. Encourages and publicizes various applications of Scientology.

DIVISION 7 PROM ACTIONS

Dept 21 (Office of LRH)

LRH Comm

143. Sees that Ron's postulates stick! See that his comms fly, look well and that Ron's EDs are complied with.

144. Enhances LRH Image and increases public's Affinity for Ron. Ensures each public SO No. 1 reply is a true ambassador for Ron.
145. Sees that grounds and quarters are clean, safe, attractive and viable.

Dept 20 (Office of the Controller)

Assistant Guardian

146. Co-ordinates and gets done the promotional functions, as covered separately in Guardian Orders, of the six bureaux of the Assistant Guardian's Office: Policy Knowledge, Legal, Information, Finance, Tech and Public Relations.

Dept 19 (Office of the Executive Director)

Executive Director

147. Co-ordinates and plans activities and ensures execution of all promotional actions and functions. Sees to the welfare of Staff and ensures they are happy and productive.

Product Officer

148. Sees that all products are being produced with increasing quantity, quality and viability and makes sure that there are no lost products.

Org Officer

149. Organizes for and assists the Product Officer. He gets production lined up, grooves in staff on what they should be getting out and makes sure the Product Officer's plans are executed.

Exec Esto

150. Operates through Estos to ensure that adequate quarters, personnel, training, hatting, files, lines, supplies and materiel and all things necessary to establishment are available, and being used.

Advisory Council

151. 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.
152. 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.
153. Primarily it handles Secretaries and acts through Secretaries of divisions to get all the promotion actions done.
154. As Financial Planning, sees that all necessary financial reports are on hand, to ensure that Org services are being delivered and not given away; and to make sure that

all income making actions are in use so that the Org remains solvent.

Product Conference

155. Sees that real targets for Stats and Products and VFPs of each Div or department that exchange with the society around them in return for income, are set daily, and met.

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.

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.

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.

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of the
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