

HCO POLICY LETTER OF 20 NOVEMBER 1965RA
REVISED 4 MAY 1985

Remimeo
All Staff Hats

(My original HCO PL 20 November 1965 has unfortunately been "revised" so many times that the most recent "revision" both omits promotional actions and incorrectly includes so-called "promo actions" from earlier "revisions" that have already, themselves, been cancelled. This issue seeks to rectify by reverting to the original HCO PL, updated to align with the current org board and also updated to include the promotional actions from the following HCO PLs:

HCO PL 15 Dec 65	ADDITIONS TO THE PROMOTIONAL ACTIONS OF AN ORGANIZATION
HCO PL 4 Feb 66	AMENDMENT TO THE PROMOTIONAL ACTIONS OF AN ORGANIZATION
HCO PL 22 May 68	CANCELLATION AND REPLACEMENT OF PROMO ACTION 122
HCO PL 28 Jul 74	ADDITIONS TO HCO PL 20 Nov 65, THE PROMOTIONAL ACTIONS OF AN ORGANIZATION)

(Revisions not in script)

ALL DIVISIONS

Qual Div Hat Check on all Staff

THE PROMOTIONAL ACTIONS

OF AN ORGANIZATION

(Contains 172 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 and Personnel) - Requires Reception to make known free introductory lectures to all callers.
3. Has books and cassettes on display at Reception.
4. Keeps staff from collecting in Reception Centre and talking Scientology before callers.
5. Routes people swiftly and accurately to the required

services.

6. Recruiting signs, tastefully done, to acquire new org staff.
7. Sees that a pool of PR trainees being trained in PR tech exists for eventual posting in Div 6 and in Department of Special Affairs, on current checksheet.
8. Sees that a pool of reserve Registrar personnel are in training part time while working in other Division 2 and Division 6 posts, for future use when fully trained on Reg and Tours posts, using the current authorized Registrar salesmanship course checksheet.
9. Sees that the full org board is sightly, properly done and up-to-date.
10. DEPARTMENT 2 (Dept of Communications) - Sees that mailings go out promptly and on schedule.
11. Controls public notice boards of the org and makes sure they also feature org services available.
12. Sees that internal despatches are swiftly delivered and are in accurate form.
13. Sees that letters and orders arrive safely and are quickly handled and not overlooked.
14. Oversees stationery and typing quality so that communications going outside the org look smart and sound bright.
15. Sees that mimeos look well when completed.
16. Issues the technical and policy materials of the org to get in Policy and Tech.
17. DEPARTMENT 3 (Dept of Inspections and Reports) - Sees that the org is there and functioning.
18. Sees that Suppressives and enturbulative elements do not block dissemination.
19. Sees that service is accurately given and that no squirrel tech is used.
20. Prevents the phenomenon of no-case-gain by spotting Potential Trouble Sources and handling.
21. Ethics gets case resurgences by finding the right SPs.
22. 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 and Marketing) - Issues magazines on schedule.
24. Properly presents services in ads in org magazines and mailings.
25. Does promotional pieces for Publications Dept and for the Public Divisions.
26. Executes planned promotions as laid down in EDs.
27. Compiles promotional pieces and programmes for issue to

Scientologists.

28. Gets promotional pieces printed.
29. Sees that tapes and cassettes are available and that presentation of them is of good tone quality.
30. Sees that any cine material is available and ready for broad use.
31. DEPARTMENT 5 (Dept of Publications) - Sees that good quantities of books, cassettes, meters and tapes are in stock.
32. Sees that books, cassettes, meters and tapes are attractively displayed.
33. Ships swiftly on receipt of orders.
34. Gets pins and insignia in stock and ensures broad issue so they will appear in the world and thus disseminate.
35. Sees that book, meter and cassette fliers (handbills) are shipped out regularly to Scientologists and book buyers.
36. 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.
37. Keeps Central Files right up and in excellent shape and adds all new names of buyers of books and services.
38. Uses Central Files to the limit to produce business and routes everyone in it individually by employing Gradation Charts and sending them out marked and devising other means of utilizing CF to produce business.
39. Sends out questionnaires with all offers which detect people's plans for training and processing.
40. Accepts advance registration and encourages more advance registration until her months ahead are scheduled full of students and pcs.
41. Does phone registration in city areas in addition to other registration actions such as Letter Registrar.
42. Registers everyone who comes in for service as pleasantly as possible with due regard for the solvency of the org.
43. 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.
44. Sees that the files, addresses and requirements of persons interested in Scientology are used to the full.
45. TREASURY SECRETARY - Co-ordinates and gets done the promotional functions of Division 3.
46. DEPARTMENT 7 (Dept of Income) - Persuades payment of cash or increase in purchase whenever possible.

47. Collects outstanding notes by monthly statements.
48. Collects outstanding notes through Field Staff Members via Dept of Clearing.
49. Sees that public persons' statements are accurate, on-policy, and do not ARC break the public with errors.
50. Gets all mail orders invoiced and/or collected so they can be shipped at once.
51. 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.)
52. Gets salaries accurately and punctually paid to keep staff happy.
53. DEPARTMENT 9 (Dept of Records, Assets and Materiel) - Acquires reserves to give a reputation of stability to org.
54. Keeps staff clothing issued and in good order (in those orgs providing uniforms).
55. TECHNICAL SECRETARY - Co-ordinates and gets done the promotional functions of Division 4.
56. DEPARTMENT 10 (Dept of Tech Services) - Makes the customers happy and glad to be there.
57. Gives brisk service.
58. Acquires for the org a reputation for swift and excellent handling of people.
59. DEPARTMENT 11 (Dept of Training) - Gives excellent training. (The soundest possible promotion quickly mirrored in numbers enrolling.)
60. Routes dissidents quickly to Ethics and slows to Review.
61. Briskly and punctually schedules classes.
62. Accomplishes lots of completions.
63. Turns out very competent auditors whose excellence promotes the Academy (or College at SH) and Scientology.
64. 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.)
65. Makes sure the excellence of training that is there is bragged about in magazines, etc.
66. 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.
67. Popularizes the Tech Films and uses them to the full and

sees that all audio-visual equipment (including tape equipment) is well maintained for professional high quality reproduction.

68. DEPARTMENT 12 (Dept of Processing) - Gets excellent results on all pcs.
69. Becomes well known for standard tech.
70. Spots SPs and PTSES early and routes to Ethics. Routes bogged cases quickly to Review.
71. Takes responsibility for all cases in the whole area where the org is.
72. Makes auditors look and act professionally outside the HGC so people will have confidence in them.
73. Insists on clean, attractive HGC quarters and helps Materiel to achieve and maintain them.
74. Gets pcs in such good shape they are walking advertisements for the HGC and Scientology.
75. Writes letters to possible pcs (the D of P has had this duty for 15 years).
76. QUALIFICATIONS SECRETARY - Co-ordinates and gets done the promotional functions of Division 5.
77. DEPARTMENT 13 (Dept of Validity) - Makes sure no untrained student or unsolved case gets past.
78. Refuses to get so concentrated on "validating people" that errors are overlooked, for this backfires also.
79. Routes those passed quickly to Certs and Awards and those failed quickly to Review and routes any Ethics matters discovered promptly to Ethics.
80. Issues credentials that will be seen around - pins that people will wear, certificates they will hang up, cards they will show.
81. Never issues anything falsely as it will be hidden or discredited.
82. 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.
83. Heavily promotes auditors outside the org to bring in their pcs for examination and Release declarations.
84. DEPARTMENT 14 (Dept of Personnel Enhancement) - Gets staff in such good shape they are walking advertisements for the org and Scientology.
85. Turns out very competent staff members whose excellence promotes the org and Scientology.
86. DEPARTMENT 15 (Dept of Correction) - 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).

87. Quickly repairs any flat ball bearings turned out by the Tech Division so they will be no discredit to org.
88. Gives brilliant standard isolation of any errors in students or pcs - discovers them with ease.
89. Repairs thoroughly.
90. Makes a continual effort to get failed cases in the field in for a Review.
91. Sends to Ethics all Ethics matters discovered. Cultivates an aura of effortless competence.
92. Review makes the dissatisfied satisfied with the org by remedying all tech misses.
93. Delivers excellent Internships that turn out auditors whose excellence promotes the Internship and Scientology.
94. PUBLIC CONTACT SECRETARY - Co-ordinates and gets done the divisional promotion functions of Division 6A and makes Scientology and the org known to the broad public.
95. DEPARTMENT 16A (Dept of Public Booksales) - Gets books and cassettes placed in bookstores, reviewed and in the public view.
96. Gets LOTS of books and cassettes sold to the raw public.
97. Places ads in magazines, radio, TV, etc., to sell books and cassettes.
98. DEPARTMENT 16B (Dept of Body Routing) - Guides in new body traffic.
99. DEPARTMENT 16C (Dept of Public Contact) - Advertises to the broad public.
100. Advertises and holds public tape plays in the org, open house.
101. Promotes Free Intro Films and gets them shown to large numbers of public and sees that the film presentation equipment is clean and well-maintained for high quality professional presentations.
102. Keeps mailing lists in such shape that mailings are wide and sent to people who will respond. Never lets go of a mailing list and keeps them all properly corrected and up to date and in proper categories for ready use.
103. Acquires new mailing lists.
104. Sends out excellent info packets.
105. Hands out invitations to intro lecture in volume to keep intro lecture full each night.
106. Carries out the promotion of and conducts the current broad public promotional projects.
107. Works on the public not on the Scientologists already known to Division 2.
108. DEPARTMENT 16D (Dept of Introductory Services) - Sees that

the introductory lecture and introductory services use no words that will be misunderstood and makes people want to buy training and processing and offers it.

109. Furnishes lecturers to groups.
110. PUBLIC SERVICING SECRETARY - Co-ordinates and gets done the divisional promotional functions of Division 6B and makes Scientology and the org known to the broad public.
111. DEPARTMENT 17A (Dept of Public Registration) - Does Phone Registration in City areas in addition to other public registration actions.
112. Registers Div 6 public who come in for service as pleasantly as possible with due regard for the solvency of the org.
113. Sees that the files, addresses and requirements of persons interested in Scientology are used to the full.
114. DEPARTMENT 17B (Dept of the Hubbard Dianetics Research Foundation) & DEPARTMENT 17C (Dept of Public Services) - Sees that public services use no words that will be misunderstood and makes people want to buy training and processing and offers it.
115. Conducts an Extension Course and sees that it is well advertised.
116. Makes the customers happy and glad to be there.
117. Gives brisk service.
118. Acquires for the org a reputation for swift and excellent handling of people.
119. Gives excellent basic training. (The soundest possible promotion quickly mirrored in numbers enrolling.)
120. Routes dissidents quickly to Ethics and slows to Review.
121. Spots SPs and PTSes early and routes to Ethics. Routes bogged cases quickly to Review.
122. Briskly and punctually schedules classes.
123. Accomplishes lots of completions.
124. Makes sure the excellence of public services that are there is bragged about in magazines, etc.
125. DEPARTMENT 17D (Dept of the Chaplain) - Gives excellent Chaplain services.
126. Gets ARC Broken Scientologists in for a Ruds session.
127. FIELD CONTROL SECRETARY - Co-ordinates and gets done the divisional promotion functions of Division 6C and makes Scientology and the org known to the broad public.
128. DEPARTMENT 18A (Dept of Public Relations) - Sees that the org has a good, clean appearance.
129. Sees that personnel are properly dressed, well-conducted and give the org a good tone.
130. Handles press.

131. Makes Scientology popular or the thing to do.
132. Sells Scientology to governments and broad social stratas.
133. DEPARTMENT 18B (Dept of Clearing) - Recruits and handles Field Staff Members to get in pcs and students for the org (and collect past debts).
134. Keeps in touch with Mission Holders and keeps them informed.
135. Carries out all FSM and Mission activities and makes them head people toward the org.
136. Treats the whole departmental activity as salesmen are handled by any other business org.
137. Trains the FSMs and Mission Holders and makes them financially successful.
138. Gets all commissions owed promptly paid to encourage earning more commissions.
139. Gives FSMs and Mission Holders things they can use to disseminate and select.
140. Invites Scientologists to ask that info packets be sent to friends and relatives.
141. Finds and encourages the formation of Scientology groups and registers them and offers certificates.
142. Sends out mailings to Groups.
143. Sees that Missions are properly licensed with Scientology Missions International (SMI) and that Field Auditors are licensed with International Hubbard Ecclesiastical League of Pastors (I HELP).
144. Encourages broad public (lay) memberships.
145. Promotes the org and standard tech to the Auditors Association.
146. Pushes along the Free Membership programme and re-signs the person for an Annual or Lifetime Membership the moment the six months expire.
147. DEPARTMENT 18C (Dept of Success) - Contacts by letter all ex-pcs and students of the org. They should be written to at widening intervals after leaving the org.
148. Collects by letters or verbally successful applications of Scientology.
149. Issues stories of successful application.
150. Issues projects of application to advanced Scientologists, particularly those projects involving artists or public figures.
151. Acknowledges the activities of Scientologists busy out in the world.
152. Appoints committees of Scientologists in various areas and groups to advise on improvements of the civilization.
153. Gets spectacular wins posted on the org's public notice boards.

154. Condenses wins into data of interest for mags and as handouts.
155. Makes a catalogue of successes with various processings on various conditions.
156. Encourages and publicizes various applications of Scientology.

EXECUTIVE DIVISION

157. DEPARTMENT 19 (Office of the Executive Director) - The Executive Director or Commanding Officer on post and functioning to get the stats of individuals in the org up and staff and org expanding so that it can present a better image and afford better and broader promotion so as to expand.
158. The ED or CO sees that everything the org is allowed to deliver for which a demand exists is available, and that the org is able to deliver it, including having on hand needful tapes, tape players, books, packs, checksheets, materiel, space and supervisors, and that it is then heavily promoted and sold and delivered.
159. ORG EXECUTIVE SECRETARY - Oversees and gets execution on all promotional actions and functions in his or her three divisions.
160. HCO EXECUTIVE SECRETARY - Oversees and gets execution on all promotional activities in his or her two Divisions and the Executive Division.
161. PUBLIC EXECUTIVE SECRETARY - Oversees and gets execution on all promotional activities in the three Public Divisions.
162. The Executive 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.
163. 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.
164. The Executive Council primarily handles secretaries and acts through secretaries of divisions to get all the promotion actions done.
165. 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.
166. DEPARTMENT 20 (Dept of Special Affairs) - Gains acceptances of Scientology and its Founder.
167. DEPARTMENT 21 (Office of LRH) - LRH COMMUNICATOR - Sees that Ron's postulates stick! Sees that his comms fly, look well and that Ron's (not Executive Council's) EDs are complied with.
168. ESTATES BRANCH - Gets proper quarters to make the org look good, whether for momentary or permanent use for all divisions.

169. Gets any org that is far out in the suburbs relocated to busy areas where there is lots of foot traffic, easily reached, and where display windows can exist.
170. Keeps materiel of org bright.
171. Keeps the posts of cleaners filled and cleaning scheduled so the org is spotless every day.
172. Carries out a program of renovation and repainting using org staff and volunteers without getting in road of production.

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, Org or Public 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.

L. RON HUBBARD
FOUNDER

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