

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Gen Non-Remimeo
LRH Communicator Hat
HCO Area Sec Hat
Exec Sec Hats
Org Secs Hats

HCO POLICY LETTER OF 4 JANUARY 1966
Issue VI

LRH RELATIONSHIPS TO ORGS

I have several posts and relationships to orgs which make up several identities.

Unless these are understood many errors can occur, not the least of which are tax errors, and not the least dangerous, power pushes and upsets.

For instance, there are two Offices of LRH at Saint Hill. And one more for every other org. This is a familiar situation. It has happened in LA, Phoenix, DC and London - I always specially work with the org where I am situated as well as continue to handle all other orgs on an International basis and remain the chief executive of each org elsewhere.

An org where I am, making more than other orgs, always bears the expense of international activities. In this case, here at Saint Hill, the org also shares international income and so its cost is light.

Thus I have several hats and resultant Comm lines here at Saint Hill and at least one more in each org. These can be described as identities and posts as follows:

LRH, AN INDIVIDUAL

This is LRH a private person. This identity is the one who is entitled to any royalties and leases copyrights and trademarks and technology for use by Scientology organizations. This identity paid for and did the research, organized the organizations. This is the identity that loans orgs money or guarantees their bank accounts, etc., and on death is a private trust for my family.

LRH, TRUSTEE

This identity is a trustee who holds in trust properties and money for Scientology and since 1957 has held UK and Commonwealth corporations in trust for the original US company until these assets can be transferred to a UK non-profit corporation. As UK tax people will not okay such a non-profit status until after a year of operation we have formed other corporations in the UK and Commonwealth time and again only to have them refused non-profit status. The laws of Arizona prevent transfer of HASI assets abroad to any but a corporation with non-profit status. This leaves me as a Trustee of all assets outside the U.S. until they can be transferred. But even after transfer I will still be a trustee for Scientology corporations. All money sent to LRH an individual is received by LRH a trustee or a corporation and is seldom paid to LRH an individual but turned over to companies without being given to LRH, an individual. This is a vital point, often missed even by accountants who then get us involved. If the money were: (1) received by LRH, an individual and then (2) turned over to LRH a trustee and/or (3) received and used by a company, it would hang LRH an individual for huge tax sums for money he has never really received or used and indeed won't ever get. Example: Mr. X sends a \$20 franchise pay to "L. Ron Hubbard". This is always invoiced by an org as "Franchise payment". Therefore one concludes that "LRH" in that case is LRH, a trustee. If one erred and said it was the income of LRH, an individual, that identity, never seeing the money, would yet owe tax on it, which is unfair. All incoming 10% to "LRH" mean LRH, a trustee, and are used in company expenses or are put away to be in general defense. The point of confusion is that LRH, an individual, is actually owed those 10% as royalties to support research, etc. But the companies receive and use the money and it doesn't even go through the hands of LRH an individual. LRH, an individual, has not cancelled monies owed to him. He has not received them. LRH, a trustee, seldom given LRH an individual any Scientology money. Tax authorities are astounded at this (believing the worst of everyone) but those on our accounts lines know it is so. This is LRH, a trustee. "Trustee" is an identity and activity almost all movements, churches, and benevolent associations have and in each case the "Trustee" does just what LRH a trustee is doing - safeguarding property and assets of an association. It's a very usual role.

LRH, BOARD MEMBER

This is an unpaid identity on several boards. It is entitled only to out-of-pocket expenses and almost never puts in for any. This is a member of a board of directors. These must be paid no salary in a non-profit corporation, only expenses. "Chairman" comes under this. Also "President".

LRH, EXECUTIVE DIRECTOR

This is better understood as "General Manager" as it isn't as a member of the board that it is held but as a manager. This is a paid post in any corporation or association. There are numerous LRH Exec Dir titles and identities; for this title repeats in each area and org and in the International Division.

It means "highest executive of the organization", "third member of the Advisory Council", "head of the department called the Office of LRH". Therefore there is one of these titles for each org we have and for the International Exec Division as well. Perth for instance has an LRH Executive Director, Perth, LA has LRH Executive Director LA, etc. Then there is LRH Executive Director WW.

The identity of the LRH Communicator in the org or activity gives clue to this. Each LRH Executive Director title has an LRH Communicator.

There are two LRH Communicators at Saint Hill, LRH Communicator WW, who attends to each org for LRH Executive Director WW via each org's LRH Communicator and LRH Communicator SH who handles the traffic both of LRH Executive Director WW as sent to it from the LRH Communicator WW and for LRH Executive Director SH.

This is only possible as the orgs are all similarly engaged. HCO Area Secs filled this role for years and still do where there is no LRH Communicator. HCO Area Secs still have duties for the Executive Director regardless of the LRH Communicator as old policy letters show. "Sec Ed issue" is one of these.

Proper routing from an org is through the LRH Comm of that org to LRH Executive Director of that org and forwarded on to LRH Comm WW who sees that LRH Exec Dir that org receives it in absence. LRH Exec Dir WW may issue a blanket order concerning it but it is usually answered by LRH Exec Dir that org.

The Advisory Council of any org operates without its third member, LRH Exec Dir of that org but in case of disputes or errors finds LRH Exec Dir that org taking it up.

LRH, STAFF MEMBER

In addition to all these other identities and titles there is that of LRH, Staff Member. As such I give staff lectures in the org where I am, assist where I can, crack cases and train students as "Co-ordinator of Research" (meaning application of research), write magazines, take pictures, act as a routing expert, listen to problems, and do a lot of other things.

I am chiefly a staff member of the org where I am located but am also a staff member of each org.

COMPLEXITY

Necessarily, no one person can hold all these posts and identities. But at the same time, over the years, I have found they are the minimum number I must give attention to.

To handle this complexity I have many persons assisting me. I expect them to act with initiative. I expect them to carry out the purposes I have regarding orgs and Scientology so as to keep things expanding and the lines clean and flowing and keep me from getting so involved on just one point I can't do the rest of my jobs.

For quite in addition to these posts, I have my research hat (our most important hat) and an organizing hat and a promotion hat and a public relations hat. My writing-books hat should absorb most of my time with research complete but not wholly published.

Thus I expect people to do their jobs so I can then do my job and don't like people to flub theirs and require special attention on it. Only this holds us back because I then can't do my jobs which eventually breaks down our expansion and dissemination.

OTHER ARRANGEMENTS

Many other arrangements have been tried, fewer "identities" less traffic for me. But each time some catastrophe has occurred. This then required more work than wearing that hat in the first place. The early Dianetic corporative catastrophes occurred because I did not have or wear all my Exec Director hats and had no legal control of the orgs. Since I began to wear these and took responsibility things have been much better indeed, so I can't shed them. So these identities are a minimum by trial and error and by success.

SUMMARY

Anyone on high executive and Accounts lines should understand these things thoroughly and LRH Communicators should point them out.

Only when these relationships are misunderstood do we get in trouble.

Our growth depends on our staying out of trouble, getting our lines in and keeping corporate structure straight. And understanding these separate identities or titles and functions and using them.

It is doubtful if this situation will change. As orgs grow, my assistants grow also and become more competent and refer less to me and work on delegated authority. My work is lighter the bigger we get so eventually I will hold only titles with no actions or duties. This can be continued easily and so there is no need to reduce identities to simplify lines. And there wouldn't even be a need to reorganize if I wasn't there in the flesh at all. All I need to do is work out a succession of assistants to make the activities continue. There is no succession of myself to be worked out in any identity regardless of what happens to me simply because I did the original work and as it is done there is no reason to have a succession for it as it is itself.

My identities are therefore woven in to the pattern so they don't have to be altered to keep things going. LRH an individual becomes an estate. The rest is by appointment from "LRH Executive Director" with that title activated by the Int AdCouncil or board but still used as a title but not of a person. The "Office of LRH" is part of org structure. And before long even LRH "a board member" will be needless to be filled in the flesh by delegated signature of LRH.

This is not only today then, but tomorrow as well and the above identities are firm as identities whether I am here or not. Even today 99% of my functions are done by delegated authority. The 1% left is heavy enough for 20 men but it is getting lighter each year and so can be seen to be only a post in a few years and so it can continue. Trying to fill up the post is all that would cause "a war", so leave it activated as itself, none assigned to it, assistance to it by established formula. We won't vanish if I as a person vanish. And these identities never were me anyway so they can survive. It is a part of basic org structure. My post title is used ten thousand times a day on matters I never will hear of, so why should I hear of any in the long run as only the delegation of authority is in action anyway.

So whatever happens to me as a person leave these LRH identities on the org board unfilled and all will be well. If you try to fill them catastrophe will result. Only how authority is delegated by "LRH Executive Director" in my absence needs to be worked out and that will be published.

Somebody some day will say "this is illegal". By then be sure the orgs say what is legal or not.

L. RON HUBBARD