

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 JANUARY 1966R
REVISED 29 NOVEMBER 1979
CORRECTED AND REISSUED 15 OCTOBER 1985

Remimeo
Executive Hats

(Revision of 29.11.79 was point "4R" below)
(Correction and revision in this type style)

DANGER CONDITION

Refs:

HCO PL 9 Apr. 72R	CORRECT DANGER CONDITION
Rev. 1.12.79	HANDLING
HCO PL 19 Jan. 66 III	DANGER CONDITION—
	RESPONSIBILITIES OF DECLARING

The conditions of operation are (6) Power, (5) Power Change, (4) Affluence, (3) Normal, (2) Emergency, (1) Danger, and (0) Non-Existence.

The formula of a Danger condition is

1. Bypass (ignore the junior or juniors normally in charge of the activity and handle it personally).
2. Handle the situation and any danger in it.
3. Assign the area where it had to be handled a Danger condition.
- 4R. Assign each individual connected with the Danger condition a First Dynamic Danger condition and enforce and ensure that they follow the formula completely, and if they do not do so, do a full Ethics investigation and take all actions indicated.
5. Reorganize the activity so that the situation does not repeat.
6. Recommend any firm policy that will hereafter detect and/or prevent the condition from recurring.

The senior executive present acts and acts according to the formula above.

A Danger condition is normally assigned when

1. An Emergency condition has continued too long.
2. A statistic plunges downward very steeply.
3. A senior executive suddenly finds himself or herself wearing the hat of head of the activity because it is in trouble.

PERSONNEL

In Step 4 of the Danger formula, one has to call in Ethics to investigate and must order a hearing and also a Comm Ev as indicated on any person or persons whose negligence or noncompliance brought the situation about.

EXAMPLES

Example 1

The Ad Comm of the Distribution Division never orders or takes effective action

to remedy the gross divisional statistic which has been at continuing emergency level for some time.

The Org Exec Sec is being pulled in to handle the situation, as the statistic's continuous low will swamp the org eventually and no reasonable advices from the Org Exec Sec have been accepted or used despite the continuing danger to the org from that division.

The Org Exec Sec therefore acts personally with personal work and (1) Bypasses the secretary, (2) Gets the FSM program going and ads placed and a congress scheduled and advertised all on an urgent basis, all on a bypass of existing channels, (3) Has the division assigned a Danger condition, (4) Orders an Ethics investigation of all personnel in the division and brings any persons whose noncompliances or crimes were responsible before a Committee of Evidence including the secretary, (5) Appoints personnel and reorganizes the Distribution Division, (6) From the Ethics investigation and Comm Ev, sifts out any needful policy or change and forwards it to the Office of LRH for consideration for issue.

Example 2

The letters in-letters out statistic takes a very steep dive (perhaps only 1/5th the former number). The HCO Area Secretary instantly acts to (1) Bypass all lines, (2) Get mailings out urgently, put expeditors on writing letters, get a magazine in the mails, all off her own bat, using anyone to hand, (3) Demand the Dissem and Dist Divs be put in Danger condition, and if refused, cables LRH, (4) Order an executive Ethics investigation of all areas of outflow that would be responsible for org outflow and demands of the HCO Exec Sec a Comm Ev on any personnel found by investigation to have been negligent or noncompliant with policy concerning letters and any kind of mailing out, and failing to get such assignment, cables LRH, (5) Demand new personnel on key outflow posts, (6) Recommend any firm policy outgrowing from the investigation and Comm Ev to the Office of LRH.

Example 3

The Tech Sec suddenly discovers he or she is totally wearing the D of T hat and statistics are falling in that dept although there is a D of T. The Tech Sec has already attempted to get the D of T's hat on many times. The Tech Sec then: (1) Bypasses the D of T, (2) Immediately handles the Academy on a personal full-time basis to sort out the students, establish precise schedules, get in proper checksheets and routes slow students to Cramming and nattery ones to Ethics and gets completions going, (3) Gets the department assigned a Danger condition, (4) Demands an Ethics investigation and a Comm Ev on personnel on whom noncompliance or crimes are discovered, (5) Gets a new D of T and/or Supervisors, (6) Recommends any firm policy found required in the Ethics investigation or Comm Ev.

EXECUTIVE DIRECTOR

When I find a hat forced upon me despite all efforts of mine to handle it previously, and which I have then to handle, I follow the Emergency formula.

When an org is in general danger or a dangerous situation has arisen, I follow the Danger condition formula.

By the time anything gets to a point where I have to wear the hat, statistics on it must have been bad for some time and I find by experience that noncompliance will be discovered inevitably, which is why the situation rolled all the way up the lines to me.

As Danger condition is handled by a bypass of those who were supposed to handle it, then I also bypass in assigning a Danger condition, which is to say, the condition is assigned not by chain of command but by direct Sec ED.

SUMMARY

Emergencies when they continue are usually caused by crimes or negligence and

are always accompanied by noncompliance.

A continued emergency inevitably results in real catastrophe for higher executives. It causes them heavy overwork at the very least. Sometimes a Danger condition threatens finally the whole org unless handled.

In the current society the manager or executive has no recourse to law or the culture. Errors can be made or omissions can occur unknown to him, which actually can threaten not only his job but his person.

The usual action in our organizations is to let things run as long as they run well. When they begin to show poorer statistics, an Emergency condition is assigned and we usually talk it over with the person who is head of that activity, and try to help. If the condition continues we warn. And if the statistics still go down, we usually transfer and find somebody else. At the point where a senior executive finds he is being made to look bad by continued Emergency on a lower echelon, he has no choice but to assign a Danger condition. The head of the activity is not always removed but certainly must be investigated. If permanent, it takes a Comm Ev to remove or transfer.

It will always be found that noncompliance with policy and orders has for some time existed. It will sometimes be found that lies and false reports also existed. And one always finds negligence and idleness and inattention where statistics continue to go down.

It is *very* bad to assign a Danger condition or to bypass *unless* the statistics are continuing to go down or have continued at a dangerous level for some time without real improvement.

A senior executive is soft in the head if he thinks statistics just *stay* down. They are *always* HELD down hard. Emergencies don't just happen because someone is idle. Emergencies are made—actively. It takes a lot of counter-effort to jam an org's flows—if you don't believe it, then measure it by the effort *you* exert trying to get things going. What's pushing back so hard? Emergencies are *made*. They don't just happen. And any hearing in an area where statistics just won't come up will reveal not mere negligence but actual crimes as well.

The senior executive's only protection is to handle the bad situation and follow the Danger condition formula.

If that seems ruthless, it still is necessary if one is to be at all successful.

ASSIGNMENT

Only the Ad Council, an Executive Secretary or secretary may assign a Danger condition. A director or officer may request one on their sections or personnel.

If one was incorrectly assigned and statistics were in fact up, it will of course come out in the hearing.

L. RON HUBBARD
Founder

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