

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 SEPTEMBER 1971

Remimeo  
All FP & Finance Packs  
FBO Hats  
All Staff

FP AND NECESSITIES

A "NECESSITY" is what it takes to make products and valuable final products. (Ref: HCO P/L 13 Feb 71 FINANCIAL PLANNING TIPS.)

A divisional Secretary is responsible for seeing that the necessities of his division are provided for in Financial Planning. This responsibility extends to follow-up of approved items to ensure that they are purchased by Division 3 and delivered in good order.

For the Treasury Secretary this duty extends to the necessities of the entire org.

DENIED NECESSITIES

Too often, FP troubles trace on investigation to one or more of the following:

- (A) The item in question was never proposed to any FP committee.
- (B) The item was returned for better CSW and never re-appeared.
- (C) The item was refused by an FP body but never appealed - either to the FP body or to the FBO.
- (D) The FBO saw the item safely through FP months ago but it was then never bought or the money was otherwise (illegally) used.

In order that the FBO can ensure that existing policies on the above are followed, an appeal line is hereby established.

The appeal line is direct to the FBO. Any staff member may use it.

It concerns the use of the org's allocation - not the amount.

It is used whenever a vital necessity is denied in FP.

It is used when an FP-approved item has stalled on purchasing lines.

It may be used in any case where usual lines have failed to remedy a non-optimum situation concerning the approval or purchase of necessities.

Any appeal to Flag or CLOs concerning such situations must include the result of appeal to the FBO.

Any report of such situations received at Flag or CLOs without first having been appealed to the FBO shall be considered false.

Where there is no FBO, appeal can be made to the org A/G or A/GF or to the Continental FBO.

Where the appeal concerns delayed implementation of a Flag originated issue or order, a copy of the appeal must be sent direct to Flag Rep at the CLO.

#### FBO ACTION

The usual FBO action would be:

1. To get the situation HANDLED terminatedly and reported to Flag at once.
2. To get the related Policy letters or other issues checked out on all concerned.

#### REASON

The FBO has a statistic the ALLOCATION-PRODUCTION ratio of the org.

If his allocation buys VFPs he can expect a rising allocation-production ratio statistic. Normally, this is assured by the use of an allocation system which allocates against VFPs.

However, if org and divisional necessities are denied or neglected outside his view, he may find allocation-production crashed weeks or months later.

Also, too often FP and Finance are given a bad name in connection with situations actually tracing to (A) (B) (C) or (D) above.

Finally, this Policy letter gives staff members a line of recourse and final appeal in the event that it is needed to ensure the continued and high volume production of valuable final products of their divisions and the org.

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for

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FOUNDER

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