

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 SEPTEMBER 1972

(Reissued 13 January 1991. Only change  
is to correct the date of the issue.  
Correction not in script.)

EFFICIENCY AND FLAPS

(Originally written by LRH for the Apollo OODs  
of 8 Sept. 72. Issued as an HCO Policy Letter  
on 8 Oct. 80.)

Every flap traces back to some error in admin or lack of  
precision.

Like a bank account. Somebody signs a slightly wrong bank  
mandate like Keokuk Mission instead of Church of Scientology  
Mission of Keokuk. Somebody overlooks paying a small corporate  
fee. Things like that. Eventually a small error then leads up to  
a flap. You suddenly have no money because you can't draw on an  
"erroneous" account.

Or somebody does all of a project except X. Then X shows up  
with a crash flap.

Or the Reg fails to get a person in for auditing, loses the  
letter or something. And the person has to be given a \$5,000  
refund that was already spent. And no bonuses that week!

It's these little points of neglect that make big flaps.

A small group can make it if they are very alert and very  
efficient. That means alert to small outnesses and handling them  
when seen and no drifting on about it. No "Oh yes, I knew the fire  
extinguishers were empty but FP ... Why is God and ... and ...  
and ..."

Refusing to let somebody handle an outness is of course  
suppressive to the group and an ethics matter. So where's the  
ethics chit filed? Where's the demand that the refuser gets a  
court?

When a group isn't alert or efficient, it has to have more and  
more and more people to be inefficient with. GI divided by staff  
drops to nonviable. There goes the group.

When a new group member doesn't get trained up, they are so  
inefficient it takes two more group members to handle his generated  
flaps. So where's the demand people get trained and hatted before  
full posting?

It's the small neglected bits that cause the disasters.

An efficient group doesn't tolerate them.

Life gets easy only when the small bits are handled.

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Founder

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