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Remimeo
All Orgs
All Staff

(Revisions in Script)

Establishment Officer Series 39

Org Series 39

SERVICE PRODUCT OFFICER

*(This HCO PL has been revised in order to show the
importance of the Product/Organizing Officer and
Establishment Officer Systems in relation to the
Service Product Officer. These systems are total-
ly valid and should be in full use in organizations.)*

References:

The Flag Executive Briefing Course Tape Lectures
The Org Series
The Establishment Officer Series

HCO PL 9 Aug 79 I	CALL-IN: THE KEY TO FUTURE DELIVERY AND INCOME
HCO PL 7 Aug 76 I	NAME YOUR PRODUCT
HCO PL 7 Aug 76 II	WANT YOUR PRODUCT
HCO PL 7 Aug 76 III	TO GET YOU HAVE TO KNOW HOW TO ORGANIZE
HCO PL 20 Nov 65	THE PROMOTIONAL ACTIONS OF AN ORGANIZATION
HCO PL 28 Jul 74	ADDITIONS TO PROMOTIONAL ACTIONS OF AN ORGANIZATION
HCO PL 28 May 72	BOOM DATA
HCO PL 15 Nov 60	MODERN PROCUREMENT LETTERS
HCO PL 14 Feb 61	THE PATTERN OF A CENTRAL ORG
HCO PL 21 Nov 68	SENIOR POLICY
HCO PL 28 Feb 65	DELIVER
HCO PL 23 Aug 79 I	*DEBUG TECH*
HCO PL 23 Aug 79 II	*DEBUG TECH CHECKLIST*
HCO PL 9 Aug 79 III	SERVICE/CALL-IN COMMITTEE
HCO PL 10 Jul 65	LINES AND TERMINALS ROUTING

The post of SERVICE PRODUCT OFFICER is hereby established
in the Office of the CO/ED, Dept 19, of all Class IV and Sea
Org orgs. His direct senior is the CO/ED.

Until such time as a SERVICE PRODUCT OFFICER is posted
the responsibilities and duties are covered by the Service/
Call-In Committee as fully laid out in HCO PL 9 Aug 79 I,
CALL-IN: THE KEY TO FUTURE DELIVERY AND INCOME and HCO PL
9 Aug 79 III, SERVICE/CALL-IN COMMITTEE.

The VALUABLE FINAL PRODUCTS of this post are: (1) flaw-
lessly serviced and completed paid pcs and students who re-

sign-up for their next service, and (2) high quality promo-
tional items in the hands of volumes of public who come in,
sign-up and start an Org Service.

The main statistics for the SERVICE PRODUCT OFFICER are:

(1) Number of pcs and students completed and re-
signed onto their next service. (This includes
those actually routed on to the next upper org
for services and who do re-sign.)

(2) Number of public in and started onto a service.

Completion: By completion is meant those actions completed
and attested at C&A and accompanied by an acceptable Success
Story.

Re-sign: By re-sign-ups are meant pcs and students who,
after completion of a service see the Registrar to sign up
again for another service while in the org.

Promotional Items: Those items which will produce income
for the organization. By promotional items are meant those
things which makes Scientology and our products known and will
cause people to respond either in person or by written reply to
the result of receiving Scientology commodities. These are:
tours, book outlets, Sunday Services, events, upstat image,
fliers, info packs, handouts, books, ASR packs, specified
service promotion, etc.

There are of course many other stats that reflect the
SERVICE PRODUCT OFFICER'S sub-products and these are: VSD,
TOTAL GI, INTENSIVES COMPLETED, BULK MAIL OUT, NUMBER OF PRO-
MOTIONAL ACTIONS OF THE ORG IN, NUMBER OF FULLY AND PARTIAL
PAIDS GOTTEN INTO THE ORG AND ONTO THEIR NEXT SERVICE. These
are very important parts of the SERVICE PRODUCT OFFICER HAT,
as they reflect his sub-products which lead to his Valuable
Final Product.

SERVICE PRODUCT OFFICER

RESPONSIBILITIES AND DUTIES

The purpose of an organization is to deliver service to
the public. The primary functions which add up to delivery to
the public are: promotion, sales, call-in, delivery itself
and re-sign. The Service Product Officer is responsible for
the flow of Products through these areas. He is a product
officer. He names, wants and gets products in these areas and
thus ensures that the organization is accomplishing its pur-
pose of service to the public.

The full technology of product officers is explained in
the Flag Executive Briefing Course lectures, where the Pro-
duct/Org Officer system was developed. This system is still
fully valid and is, in fact, the tech of the Service Product
Officer. He is solely interested in products. When the Ser-
vice Product Officer comes across a situation that requires
organizing, he gets his Organizing Officer to handle it. The
O/O (Organizing Officer) should actually be operating a few
steps ahead of the Service Product Officer at all times - or-

ganizing for immediate production, per the Product/Org system. A full study of the Product/Org system, as contained in the FEBC tapes, the Org Series and Esto Series 33, 34 and 35, NAME, WANT AND GET YOUR PRODUCT, is recommended in order to attain a thorough understanding of the actions of the Service Product Officer and his Organizing Officer.

The Service Product Officer is not a stop-gap at any point of the promotion, sales, call-in, delivery and re-sign lines, where executives have failed to post and hat staff. This would be the responsibility of the Exec Establishment Officer per Esto Series 1. Establishment Officers see that short and long range establishment are occurring in the organization in the form of recruiting, hatting and training of staff. The Esto system is a necessary and very vital tool for the Service Product Officer and the organization - and should definitely be in full use.

The Service Product Officer has the authority to directly order or work with any terminal involved in the promotion, sales, call-in, delivery or re-sign areas so long as he maintains direct liaison with their seniors.

The Service Product Officer must be fully aware of every post in the org and what their jobs consist of. He must know who handles what cycles and what cycles are on the lines. For instance, it is up to the Service Product Officer to be aware of all promotional actions occurring in the org and who is doing them, or if they aren't getting done. He must be aware of what public aren't getting serviced and he ensures those responsible get them serviced. He doesn't do this himself as a serious goof of any Product Officer would be to go down the Org Board and do the job himself. The Service Product Officer must ensure others get the work done. Otherwise, he would wind up doing everyone's post and not getting anything done. It's actually pretty overwhelming to think of a Service Product Officer as responsible for doing everyone else's post duties. That's the sure fire way to sink fast. Where a product isn't getting out the Service Product Officer debugs it using HCO PL DEBUG TECH, in order to get production. He is not interested in first finding the person's MU or excuse, he is interested in getting production occurring now. Let the Org Officer and Qual worry about the staff member's MUs.

Divisional Secretaries are the Product Officers for their division per the Product/Organizing Officer system. The Service Product Officer sees that the product officers over the whole delivery cycle are getting their products. He coordinates the flow of products from division to division. A Service Product Officer doing his post fully and properly is, in fact, the person that makes the org board work. He sees that products aren't jamming up at one point of the line, but that they continue through the organization.

The Service Product Officer walks into the Tech Div and finds the Tech Sec sitting at his desk, shuffling paper and the pcs are piling high and complaining about no service. The last thing the Service Product Officer would do is start organizing the Tech staff around and scheduling the pcs. No Sir, that's a

serious offence. The first thing he would do is find out what
can be produced RIGHT NOW, what auditors can be gotten into
session right now and makes the Tech Sec do it and GET IT DONE.
This all takes about 15 minutes and he gets the area flowing
again and then, WHAM!.....he's out and into his next area.
The Service Product Officer would not sit down and just start
word clearing or doing Exchange by Dynamics on the Tech Sec.
He would unstick the flows and get them moving. Then he would
alert HCO and Qual to this serious problem of unhattedness and
demand it be handled.

        The basic sequence of the Service Product Officer on get-
ting the products flowing off the lines is PUSH, DEBUG, DRIVE,
NAME IT, WANT IT, AND GET IT. That's the only way you ever
get a product. Products don't happen on their own.

        This means he tells the Tech Sec to get Joe Blow there in
session now! There is no general "audit these pcs". You'd
never get a product that way.

        The ED/CO has no authority to order the Service Product
Officer to perform the total duties of any one post. The Ser-
vice Product Officer must guard against being stuck into one
post after another, doing it all himself. Nor is the Service
Product Officer an "expeditor" for the CO/ED.

        It is also very important that the Service Product Officer
advise seniors that he is going into their areas so as not to
create a danger condition and wind up having to run the entire
org. He also does this by getting the seniors to handle their
juniors so a product is gotten. He does not walk in and cross-
order the seniors of areas but works with them to see that prod-
ucts are produced.

        The Service Product Officer is one who comes up with BIG
IDEAS on getting public flooded into the org and being serviced
swiftly. He is the one who thinks along the line of PRODUCTS
PRODUCTS PRODUCTS. By spanning the Divisions, he coordinates
the product wanted and ensures each Division is aware of its
part in getting this product and that their actions are uniform.
Where the Service Product Officer spots diversity, or lack of
uniformity, he must alert his Org Officer or HCO. By doing the
actions of coordination for a product and product demand, the
Product Officer creates a team and more importantly sets the
pace of the org's production and morale.

                ORG LINES AND THE SERVICE PRODUCT OFFICER

        There are certain aspects of the organization which the
Service Product Officer must be thoroughly trained in to do
his job properly.

        The Service Product Officer must be fully aware of all
the Valuable Final Products (VFPs) of each Department and each
Division of the org. Without this the Service Product Officer
can create havoc, as he would be ordering Division 6 to recruit
or the reges to supervise. By not knowing cold the org VFPs,
the Service Product Officer would certainly jam the flows
throughout the Org Board.

A serious fault in any executive is not knowing the functions of terminals and the relation of one terminal to another. A key function of any executive is that of routing. An executive that misroutes communications and particles will tie his org in knots and wonder why no products are coming out. Therefore, a Service Product Officer must know cold every post function in the org and what particles belong on what lines.

He has got to know where a product comes from and where it goes in order to see it through the lines. A Product Officer's job is to name, want and get a product. However, he must first know where that product is to come from and where it is to go. This is an incredibly fundamental point.

In order for org lines to flow, Routing Forms (RFs) must be used. A Routing Form is a full step-by-step road map on which a particle travels. Every point a particle (which could be a student, pc, mail, etc.) must go through to wind up at its destination must be listed on the Routing Form.

The Service Product Officer's Organizing Officer must ensure Routing Forms exist and are in use for each and every line in an org he deals in. Both he and the Service Product Officer must know these forms cold and be able to instantly spot when a line is being abused or ignored so as to slam in the correct routing.

A Service Product Officer must fully clay demo all the lines of an organization for each and every product. This must include each particle from entrance to the org and through all lines on which that particle would flow until it leaves the org. Lines are the most fundamental point of administration. To not have a full grasp of these lines would be detrimental to any Product Officer.

SERVICE PRODUCT OFFICER

SEQUENCE OF ACTIONS

It is very easy for the Service Product Officer to become wrapped up in one area while neglecting the others, however, this must not be done, as while products might be getting through in one area, they may well be seriously bogging in others. The Service Product Officer is concerned with promotion, sales, call-in, delivery and re-sign. He begins his product officering in promotion and gets products out there or started and moves on to sales and gets them onto getting their products and so on through call-in and delivery and re-sign. He then returns to the beginning, promotion, and follows up on what he started there and gets even more production out. This is basically how the Service Product Officer moves through the org.

Daily, the Service Product Officer must plan and battle plan out his day. He must list those products he intends to achieve in each one of his areas and then gets them.

The Service Product Officer is not an "information courier" or "data gatherer". He is ahead of the game and knows the data. He must know what public haven't been reged in the org yet, he must know who hasn't been taken into session that day, or who

has been stuck in Ethics for 3 days, and ensure these things
get handled. Therefore he must be quicker and faster than
anyone else in the org and run run run.

PROMOTION

     Promotion is the first action of the SERVICE PRODUCT
OFFICER. He must ensure the many promotional pieces and
actions are getting done. Some of these are:

1.   Selling of books.
2.   Staff selling books.
3.   Books placed in public bookstores.
4.   Selling of books to FSMs, franchises, distributors,
     retailers and salesmen.
5.   Books sold on each public contact.
6.   Books advertised in mags, ads, posters, fliers, etc.
7.   ASR packs.
8.   Info packs.
9.   Div 6 handouts for lectures and free testing.
10. Posters on major services in Div 6.
11. Promo to field auditors, FSMs, Gung-Ho Groups,
     Dianetic Study Groups.
12. Org Mags.
13. Flag shooting boards.
14. Promo for future events and tours.
15. The AUDITOR (for SHs).
16. Clear News.
17. ADVANCE! Mag (for AOs).
18. SOURCE Mag (FSO).
19. I WANT TO GO CLEAR CLUB promo (AOs).
20. SHSBC/NED/INTERNESHIPS/NOTs/GRADES, etc., specified
     in promo.

21. Promo at points of public inquiry.
22. Free Testing ads.
23. Fliers inviting people to buy Scientology books.
24. More Info Cards used in books.
25. Ads in newspapers.
26. Questionnaires to detect people's plans for training
     and processing.
27. Enough letters to public so they come in.
28. All promotional actions per HCO PL 20 Nov 65 PROMO-
     TIONAL ACTIONS OF AN ORGANIZATION.
29. Book seminars, public campaigns and lectures.
30. Public reception display (books, posters, handouts,
     etc.).
31. Tours and events, Sunday Service.
32. Free Testing line.
33. Handling of Gung-Ho Groups, keeping FSMs well supplied
     and supervision of Dianetic Study Groups and FSMs.
34. Test Centres outside the org as an extension.
35. Radio and TV advertisements.
36. Dept 17 Services.
37. Reception greeting, handling, routing, chasing up
     people for appointments and handling incoming calls
     with ARC and efficiency.
38. Formation of Dianetic Counselling Groups.
39. Weekly tape and film plays.
40. Promotes the org and standard tech to Auditors'
     Association.

41.   Contacts and sees any sign of ARC broken field and
       alerts Chaplain to clean up the field.

The first thing a Service Product Officer would want to do
is get out a large volume of promo to at least get some activity
occurring. This would entail Dissem getting any promo laying
around the org dug up and sent out to students and pcs. They
would get it out in letters and mailings, they would get it
handed out to students and pcs, they would pick up the half
completed promo piece, have it fixed up and sent out. They
would have promo placed in Reception, in any public inquiry,
etc. In other words, the Service Product Officer ensures that
the org fully utilizes what promo they do have. He would also
have specific promo pieces done to enlighten the field on what
services the org has. Where any of this bogged he would push -
debug - drive - name it - want it - and get it.

The Service Product Officer, in trying to get in any
promotional items, must review what resources he has, for
example: is there a Dir Clearing, is there a Receptionist,
etc.? He must concentrate on getting those terminals that
already exist busy on promotional actions that will create
the largest volume of inflow, *while his Organizing Officer
works on getting more immediate resources to increase the
volume even further.* It would be senseless to have the Dir
Clearing running around trying to form up Groups in an inac-
tive field, single handing, when he has FSMs that need to be
gotten onto selecting and driving in new public. The Service
Product Officer is concerned with priorities of promotional
actions, so must be totally aware of all the promotional items
and actions that an org can produce.

Actions such as "improved org appearance", "high ARC hand-
ling", and "correct and efficient routing of public" can be put
in instantly. If he has 2 people in all of Dissem he still can
and must get the particles flowing and products coming off the
line.

SALES

The sales lines consist of enlightening the public, having
lines to sign people up, getting public into the org and signed
up for service.

The following gives you an idea of some of the sales
actions and lines in an org:

1.   Body Reg phones and schedules public to come in
      for interview.
2.   Use of CF to produce business.
3.   Reges who accept advance registrations.
4.   D of T procurement of students.
5.   D of P procurement of pcs.
6.   Receptionist sells to public coming in.
7.   SHs in communication with the Class 4 Org Tech
      Secs and Registrars and targeting them for pub-
      lic completing and routing onto the higher org.
8.   AO's and SH's case consultant actions.
9.   AO/SH events to Class IV Org Academies to en-
      courage upper level auditor training.
10.   Use of FSMs, Auditors' Associations, personal
      contract, etc., to get public into the org and
      onto their next service.

11.   Fast lines so public are not left waiting to see
       the Reg.

The lines of routing a public person to the reg, or from
the reg to a service must be tight so public aren't lost, and
the reg is kept busy continuously with the public. Therefore,
the Service Product Officer must police these lines and where
he notices any lack of uniformity he gets his Org Officer onto
it. Non-uniform or slow routing interferes with the product,
so the Service Product Officer gets it speeded up now by push -
debug - drive - name it - want it - and get it.

The first actions of the Service Product Officer in the
sales area is to get all "in-the-org" public routed to the
reg on breaks or after course end to be further signed up for
additional service. He can also have Dissem Drilling done
with reges so as to increase sales in the org. His operating
procedure is products, products, products, now, now, now. His
Org Officer or HCO and Qual can worry about organize, organize,
organize.

CALL-IN

Call-In is the action of getting fully paids into the org
onto their next service. This also includes getting partially
paids fully paid and onto their next service. These functions
are of great concern to the SERVICE PRODUCT OFFICER as unde-
livered services to the public can mess up a field and increase
the chance of refunds. The Service Product Officer should see
to it that the Call-In Units are given stiff targets and that
their production is not monitored by low auditor hours or low
producing training areas. The execution of needed programmes
to get Call-In Units fully operational is under the Service
Product Officer per HCO PL 9 Aug 79 I CALL-IN: THE KEY TO
FUTURE DELIVERY AND INCOME. This same policy also lists out
the functions of the Call-In Units. Call-In falls between
sales and delivery, as it deals with those either fully or
partly paid and needing only to finish payment and be called
in and gotten onto service.

DELIVERY

The Service Product Officer must ensure that the service
lines of the org are fast and 100% standard, that pcs and stu-
dents do complete quickly and don't get lost off the lines.

The Service Product Officer is to have an alert line with
the public set up whereby if a student or pc's study or audit-
ing is slowed, or if the public person is dissatisfied in any
way, he can alert the Service Product Officer so it can be
handled.

Some of the actions and lines to be product officered by
the Service Product Officer are as follows:

1.   Tech Services arranges housing, has the pc met
      when he is arriving and generally operates as
      the pc's host while in the org.

2.   The many lines such as pc to Ethics, pc to Examiner,
      student to Ethics, student to Qual, C/S Series 25
      line and pc to D of P line must be drilled so they
      are flawless and handled with ARC.
3.   The most senior policy applied to this area is
      HCO PL 21 Nov 68 SENIOR POLICY "WE DELIVER WHAT
      WE PROMISE".
4.   There must be an adequate amount of Auditors, Tech
      Pages and FESers, Ds of P, Supervisors, Course
      Admins, etc.
5.   The auditing line must be fast so no pcs wait to
      be serviced.
6.   Use of all-hands tech terminals in the org audit-
      ing when required to handle backlogged service.
7.   Getting students through their courses and onto
      their interneship at which point they can audit
      in the HGC.
8.   Proper scheduling so every pc gets in 12½ hours
      a week minimum.
9.   Recovering blown auditors, getting them fixed up
      and auditing.

The Service Product Officer ensures tech lines are fast.
For instance, a pc's folder not getting C/Sed for days, or idle
auditors and Ds of P "waiting" for pcs when they can be made to
procure pcs, must be spotted and handled by the Service Product
Officer.

The Service Product Officer must be kept briefed on what
pcs and students arrive and how they are going to be handled.
He must get around to these areas (Training and HGC) to ensure
that there are no slows with public or anything that would get
in the way of public receiving top quality service.

Service to the public is the reason the Org is there and
service must be kept fast and 100% standard and plentiful.
This is a primary duty of the Service Product Officer, he is
there to ensure this occurs.

It is losses on service that keep public away, org income
down and staff pay low.

RE-SIGN-UP

The re-sign-up line is also very key to an organization's
prosperity, it brings further income, and proves conclusively
that the last service received by the public person was of high
quality. This is why the Service Product Officer must be very
alert to the amount of re-signs. Some of the things that
should be watched for are:

1.   That the reg is supplied with an upstat cert for
      his last completed service to present to the
      student or pc.
2.   That the reg knows fully how to handle the public
      person that won't re-sign (by sending them to Qual).
3.   The reg must be provided with tech estimates, Grade
      Chart information, etc. so he is aware ahead of
      time of what the student or pc's next action is.
4.   Tech terminals are fully briefed and the line is
      in that every completion gets routed to the reg.
      This must be drilled.

The public person should be serviced in your org until
he/she requires upper level service that your org cannot deliver,
at which point they should be directed to the next higher org.

PITFALLS

The Service Product Officer can lose his effectiveness if
he takes any "Hey you" orders or gets stuck in at various
points. He is not an expeditor. He is not an information and
full time coordinator terminal. He is an executive, a _product_
officer, and he is there to ensure the entire machine runs.

He must be well versed on actions occurring in the org.
He must also pay strict attention to completing actions he has
started and to carry a handling through to a done. Otherwise
he can wrap himself around a pole with incomplete cycles which
will ball up the line and prevent the service lines from flow-
ing flawlessly.

Where the Service Product Officer post bogs it is undoubt-
edly due to a lack of an Organizing Officer, as with the speed
in which a Service Product Officer demands products, he re-
quires a fast moving Org Officer. So it is essential this post
be provided with an Org Officer as soon as possible.

Those personnel in the org who are responsible for or-
ganization, any Esto personnel, etc. are the people who put
the Units in the org there. It is not the duty of a Service
Product Officer to man and hat the org. _Therefore, it is a
lot of sweat off the Service Product Officer's brow to have
a fully functioning Esto team backing up his actions in
getting the flow of products out of the organization._

SUMMARY

The Service Product Officer ensures all the actions of
getting public into, through and out of the org are _accomplished_
with high quality results.

It is extremely important that this post be manned in each
and every org. It doesn't just make the difference between a
poor, empty org and a good org. This post makes the difference
between a good org and a booming org.

                                    L. RON HUBBARD
                                    FOUNDER