

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 MAY 1980

AGF Hat
FBO Hat
CS-3. Hat
Execs

Finance Series 26

SCIENTOLOGY FINANCE NETWORKS -

CLARIFICATION OF DUTIES

(Modifies HCO PL 29 Jan 71 Finance Series 1)

There currently exist three Finance Networks. They are:

THE GUARDIAN FINANCE BUREAU. (Members are commonly known as Assistant Guardians for Finance, AGFs)

THE FINANCE BANKING OFFICER NETWORK. (Members are commonly known as FBOs and sometimes known as Flag Banking Officers.)

THE TREASURY BUREAU. (Network heads are commonly known as Treasury Aides or Assistant Treasury Aides and more recently CS-3 and A/CS-3s; in orgs their title usually is Treasury Secretary.)

There has apparently been some confusion about the duties of each of the above networks, therefore a review of all existing data, writings and policy was undertaken. The research has been done and the following is the result.

The major points of overlap and conflict of duties of these networks appear to be:

- A) THE SUBJECT OF AUTONOMY: Both the Guardian's Officer Finance Network and the Finance Banking Officer Network are "autonomous".
- B) FINAL FP AUTHORITY: All three networks, per issue, approve an org's Financial Planning and the question of who is the final FP authority has been raised.
- C) HOW THE FBO SETS THE AMOUNT OF THE ALLOCATION TO THE ORG'S FP: With the implementation of different income breakdowns (commonly called AC1s and AC2s) the leeway the FBO has on setting the amount of the allocation is varied and conflicts have arisen in the past between the AGF and FBO Networks over the amount the FBO has allocated to the org and the amount used for management payments.
- D) WHICH NETWORK IS RESPONSIBLE FOR ENSURING PROMOTION IS BEING PRODUCED, PRINTED AND GOTTEN OUT BY ORGS. Each of these networks have duties on promotion.
- E) THE MANNING UP OF TREASURY DIVISIONS AND THE AUTHORIZING OF APPOINTMENTS TO TREASURY DIV POSTS. There has been question as to the responsibility for the Treasury Bureau to man Treasury and the authority of the Guardian Office Finance Bureau to authorize appointments.

DUTIES

" . . . FBOs were put into orgs to make sure that Flag got paid for managing them and to see that money was sent through to Flag, with no money to manage with, Flag could not provide management services for orgs . . . the duties of the FBO consist of picking up the money when it is paid in and getting it banked and making sure there is money there." (Advices regarding Finance Policy)

" . . . AGFs are supposed to make sure that planning is done so that the org does make money and that it FPs properly and doesn't squander it." (Advices regarding Finance Policy)

"The orderliness and in-admin of a Treasury Division in an org are under the overall supervision of the org's Treas Sec and the org's Treas Sec and the state of his division and the reality of his activities are the responsibility of the Treasury Bureau of the corporation as well as under the Executive Director or the Commanding Officer of that org or activity." (Finance Series 1)

So with this simplified look at the basic duties and a relook at the existing key policies of these Networks (HCO PL 1 Mar 66 THE GUARDIAN, BPL 8 Dec 68R ASSISTANT GUARDIAN FINANCE, HCO PL 29 Jan 71 Finance Series 1 FINANCE BANKING OFFICER, HCO PL 23 Sep 71 Finance Series 9 FBO PURPOSES and HCO PL 14 Dec 70 GROUP SANITY) we find that these apparent overlaps of duties between the Finance Networks are easily and completely resolvable.

NEEDED CLARIFICATIONS

AUTONOMY: Neither an FBO nor an AGF as individuals have autonomy. Their autonomy stems from their seniors. The autonomy of the GO is per HCO PL 1 Mar 66 THE GUARDIAN. The autonomy of the FBO Network was on the setting of the allocation so that the FBO could not be dictated to on finance matters by the org executives. The autonomy of the two networks is completely separate and different.

Where the autonomy of these networks has posed problems in the past is where the division of duties has not been understood.

This issue now resolves that problem and each network can function autonomously without conflict, each caring for their own areas of responsibility.

FINAL FP AUTHORITY: The Financial Planning line has been confused and the subject of upset simply because the Treasury Bureau Network function per Finance Series 1, of approving FP prior to the FBO approval and allocation, was having to be done by the AGF holding the Treas Network post from above.

Per Finance Series 1 the Treasury Bureau Aide or Assistant Aide (CS-3/A/CS-3) is given the FP by the Treasury Secretary for verification. Currently this post is existing only on the Flag Bureau Org Board (CS-3) and the FOLO Org Boards (A/CS-3s). There has never been a Treas Aide or Asst Aide post on the individual org org boards. Therefore it is not feasible or required that the Treasury Bureau Aide or Asst Aide approve the org's weekly financial planning. The only exception to this is in a FOLO where an A/CS-3 (A/Treas Aide) is posted and can actually wear this hat for the FOLO only.

The Final FP Authority hat is held by the AGF as a GO function, used when applying a danger condition (per HCO PL 1 Mar 66 THE GUARDIAN) or when acting as Financial Dictator (per HCO PL 28 Sep 79R Finance Series 18R).

When not under danger declare or dictatorship, the org's Treasury Secretary passes the finished financial planning on to the FBO and then the AGF. The FBO or the AGF may not reject an org's FP. They may sign off the FP as having been seen and can issue cramming, correction and/or hatting actions per Finance Series 18R.

FBO SETTING ALLOCATION: FBOs originally set the allocation using solely their own judgement. However, this takes considerable skill and experience, which has led to variations of performance in orgs. In order to produce a uniformity, the Boards of Directors have implemented an allocation system. These systems and allocations are fixed and may not be changed without fully authorized CSWs. However, FBOs may still advance additional sums for specific approved projects per Finance Series 1 and are answerable to the FBO Int and Reserves Committee on the wisdom and effectiveness of the action in producing org Valuable Final Products.

Changes in these fixed allocations and income breakdowns can occur but require fully authorized CSWs with the approval of the Reserves Committee as covered in FBDL 788 RESERVES COMMITTEE AND FLAG FINANCE COORDINATION.

RESPONSIBILITY FOR PROMOTION: It seems to actually require a lot of people to have a lot of attention continuously on the subject of promotion in order to force out adequate and proper promotion from orgs.

The AGF does promo inspections and reports on outnesses found through utilization of the lines and procedures as laid out in the Coordination Committee issues. Additionally, the AGFs in performing their hat duty concerning Financial Planning enforce expenditure for the promotional actions of the organization.

The FBO uses his income source summaries and own personal observation to trace successful org promo and then gets these being utilized for maximum promotion return through utilization of the lines and procedures as laid out in the Coordination Committee issues, ensuring that promo is financed in FP and that the promo so financed is gotten out and an adequate return attained.

So it is never a matter of WHO does what inspections, etc., regarding promo. It has everything to do with the fact that inspections ARE done, that proper on-policy promo is created and is gotten out of the org into the hands of the PROPER PUBLIC and that it does obtain adequate return financially as it reaches to the org, etc. After all, we are all in the same game and on the same team.

RESPONSIBILITY FOR TREASURY PERSONNEL: The Treasury Bureau Network has the responsibility for the recruiting, hatting and training of its Treas Div staff. This is of course on correct lines and in liaison with each org's HCO and Qual.

The Guardian Finance Network approves each appointment to a Treasury Div post prior to the person taking the post. This enables the AGF to ensure that security can be maintained on org finance lines.

Additionally, should the Treasury Bureau Network not be handling their duties, the AGF Network would take suitable action to handle this as it is vital to the org's continued existence to have an adequately manned and functioning Treas Div. He would, of course, utilize the NCCs in all handlings per the issues on this Coordination Committee.

OVERALL

It can be seen that all of the above duties and responsibilities play a vital part in the expansion of both Sea Org and Scientology Orgs.

The AGFs are Guardians for Finance. They cover us in tax matters and governmental rules and regulations, they ensure organizations stay financially sane and solvent. They handle finance matters when these threaten the survival of orgs, networks and Scientology as a whole. Thus they have their needed routine duties as covered in BPL 8 Dec 68R ASSISTANT GUARDIAN FOR FINANCE to prevent and handle any disastrous occurrences.

The FBO NETWORK is a vital Flag Network. It has a vital purpose ensuring orgs do adequately pay Management Bills so that management and their services can continue to occur. It also has as vital purposes to ensure that orgs make more money and that the staff are well paid.

The Treasury Bureau actions of seeing to the manning up of Treasury Divisions and seeing to the orderliness and in-admin of Treasury Divisions in organizations is absolutely vital. One realizes this even on a personal level when one discovers that one has inadvertently overdrawn one's bank account. These are, of course, in addition to this Bureau's normal production actions such as collections, etc.

The major outness has been lack of two-way communication, liaison and duplication at lower echelons. This policy letter now resolves this.

Use this policy and use it to greatly enhance the production of orgs via the Finance Networks. This way everyone wins.

THE BOARDS OF DIRECTORS
of the
CHURCHES OF SCIENTOLOGY

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