

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 6 FEBRUARY 1982

Remimeo
Staff Hats

(CANCELS and REPLACES
BPL (Feb 72R I Exec Series 6R
EXECUTIVE INTENTION.

Parts of this BPL were originally
taken from FO 2947 KNOW BEST writ-
ten 15 Sept 71. Exec Series 6RA
now gives the full text of this FO,
as written by the Founder, in HCO
PL form.)

Executive Series 6RA

KNOW BEST

Recent breakdowns in U.S. command channels and org decline
was traced to a group on a relay point who were intensely
critical of Management and "knew best."

They did not "know best" since their actions were followed
by decline.

The undermining of authority made it very difficult for
command to handle the resulting situation.

It is a betrayal of juniors for a person on a point of
command channel to undermine authority. For it sets the
junior up for a rough time.

"Flag doesn't really know _____" "They are not actually
informed _____" is usually followed by "so we will _____"
and when the crash comes the junior catches it, either by being
the effect of a messed up area or the resulting discipline.

If Flag or management doesn't know it's because the person
saying "Flag doesn't know _____" is not informing his seniors
and is not reporting.

In the final analysis it is top management that has to
pick up the pieces.

In the final analysis a person is comm eved not on some
person's "know best" ideas but on FOs and policy letters, just
what they say, line by line.

An area in which someone's withholds have caused natter
about management, there is a decay of confidence in the manage-
ment. This makes a decline in itself. Uniforms, living
conditions, food, all can decline in the area.

Then when top management tries to repair the situation
it is doing so in an area that doesn't comply. So the situa-
tion is extended in time and is much harder to remedy.

The usual cycle is

"We know best. 'They' don't know."

"So we will (goofball orders) _____"

"It's going crazy so we won't tell 'them'."

"Now you see what 'they've' done."

"I can't for the life of me understand why all you fellows are now catching it from 'them'."

You'll find all this on the Chart of Human Evaluation in Science of Survival. Someone who perverts comm lines causes trouble.

So a POLICY is laid down:

A JUNIOR WHO IS GIVEN ILLEGAL OR CONTRARY ORDERS AND WHO FOLLOWS THEM INSTEAD OF FOS AND POLICY LETTERS AND EDs AND WHO DOES NOT REFUSE THE ILLEGAL ORDERS AND WHO DOES NOT REPORT THE MATTER IS SUBJECT TO COMM EV FOR ACCEPTING ILLEGAL ORDERS.

LEGAL ORDERS ARE DEFINED AS ORDERS KNOWN TO AND AUTHORIZED BY FLAG IN WRITING OR AS FOUND IN POLICY, FOS, BASE ORDERS, EXECUTIVE DIRECTIVES AND FLAG DIVISIONAL DIRECTIVES.

IF IT IS NOT WRITTEN AND SEEN IN WRITING IT IS NOT TRUE. VERBAL RELAYS OF FLAG COMMANDS ARE NOT ACCEPTABLE.

RELAYING OR CARRYING OUT A LEGAL ORDER IN SUCH A WAY AS TO MAKE IT UNWORKABLE IS A COMM EV OFFENSE.

ANYONE BREAKING DOWN CONFIDENCE OR TRUST IN TOP MANAGEMENT MUST BE REPORTED TO TOP MANAGEMENT WITH ALL FACTS BEFORE THE SITUATION DECAYS BEYOND CONTROL.

If you want to know the plain truth of it, top management usually works harder and tries harder than anyone else to make things go right.

L. RON HUBBARD
FOUNDER

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