

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 30 NOVEMBER 1982

Remimeo  
All Orgs  
All Execs  
FBOs  
D/FBOs

THE DEPUTY CO OR DEPUTY ED FOR  
DELIVERY AND EXCHANGE

(References:

HCO PL 9 Aug 79R I Rev. 19.11.79	Esto Series 39 Org Series 39 SERVICE PRODUCT OFFICER
HCO PL 10 Sep 82	Finance Series 36 EXCHANGE, ORG INCOME AND STAFF PAY
HCO PL 29 Jan 71R Rev. 27.10.82	Finance Series 1R FLAG BANKING OFFICERS
HCO PL 10 Mar 71R Rev. & Reiss. 27.10.82	Finance Series 6R FBO HAT
HCO PL 27 Jul 82R Rev. 20.9.82	Finance Series 33 DEPUTY FBOs FOR MARKETING OF ORG RESOURCES FOR EXCHANGE (D/FBO FOR M.O.R.E.)
HCO PL 3 Sep 82	Finance Series 35 DEPUTY FBO FOR MARKETING OF ORG RESOURCES FOR EXCHANGE (D/FBO FOR M.O.R.E.) PURPOSE.)

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(NOTE: The pilot for this post has been long and successful: it is the FCCI PO (Flag Case Completion Intensive Product Officer) whose duties were covered by the famous Bulldozer EDs issued on Flag. However, the FCCI PO also covers the post of what is now called D/FBO for M.O.R.E. (D/FBO for Marketing of Org Resources for Exchange). Without this post effectively manned, the FSO — Flag Service Org — collapses and any sag in its stats is instantly traced to the non-functioning of the FCCI PO post. The post once functioned well in the Office of the Staff Captain and has functioned less well in the Office of the CO FSO. Therefore, the D/CO (or D/ED) for Delivery And Exchange post is put in close liaison with the strong and powerful International Finance Office Network, while remaining under the authority of the CO or ED of the org.)

The Service Product Officer in any org should have D/CO or D/ED status.

His key function is to see that the org operates at the highest level of exchange. (Ref: HCO PL 10 Sep 82, Fin Series 36, EXCHANGE, ORG INCOME AND STAFF PAY.)

Therefore, his post is now re-titled D/CO (or D/ED) FOR DELIVERY AND EXCHANGE, and he is located in the Office of the CO/ED, Department 19, of all Class IV and Sea Org Orgs.

He is the bridge between the D/FBO FOR MORE and the FBO.

This creates a flow:

You have the D/FBO whipping up business by seeing that the public is made aware of the org's products and services, and driving more business down on the org than it can waste.

The D/CO (or D/ED) FOR DELIVERY AND EXCHANGE makes sure this public gets SIGNED UP and SERVICED. He is a product officer who names, wants and gets promotion, sales, call-in, delivery itself and re-sign occurring.

The FBO, then, sees to the org's solvency by ensuring income is greater than outgo, that production is properly financed, that staff are well paid for their production and that Flag is recompensed for good management of the org. And all of this makes it possible for the org to then expand and deliver in greater volume.

The flow goes from public (D/FBO) to → the whole sign up and service line (D/CO or D/ED FOR DELIVERY AND EXCHANGE) to → solvency and volume (FBO).

It is this incredibly workable line-up that takes an org stably up the conditions of exchange. (Ref: HCO PL 10 Sep 82, Finance Series 36, EXCHANGE, ORG INCOME AND STAFF PAY.)

But the line breaks down where there is no D/CO or D/ED FOR DELIVERY AND EXCHANGE posted. And where it breaks down most specifically and ruinously is in the area of CALL-IN.

If one wants call-in to occur and the org's exchange with its public kept in, the only way to do it and also expand the org is to get a D/CO or D/ED FOR DELIVERY AND EXCHANGE on post and functioning.

Public interest may be kindled, public reach may be occurring, public may be paying partially or in full for goods or services, but if goods and services aren't being delivered in full the flow is broken and the org is in a condition of only partial exchange. Delivery in full means calling in the person so the service CAN be delivered. In this way the org maintains "fair exchange" with each and every public on its lines.

So the answer for any org that is sitting in a condition of only partial exchange, or an org that is ANYWHERE below the fourth condition of exchange — exchange in abundance — is to immediately, at once and yesterday, and without ripping off some vital post, post a D/CO or D/ED FOR DELIVERY AND EXCHANGE.

The first and primary function of the D/CO (or D/ED) FOR DELIVERY AND EXCHANGE is CALL-IN and this means he personally gets call-in done all by his little lonesome. With his own hands and voice he himself begins to call in fully and partially paid. Call-in is his first duty and when he's got that going he posts a Call-In Officer to take over the hat which he has already begun, and he then expands onto the other functions of his D/CO or D/ED FOR DELIVERY AND EXCHANGE post, as covered in HCO PL 9 Aug 79R, SERVICE PRODUCT OFFICER. But he FIRST and PERSONALLY and BY HIMSELF gets call-in going and exchange occurring at once.

What is involved here is the administrative principle that in order to get something done that is an expanding function you give it to somebody and tell him to expand it.

A CO or ED, whose responsibility it is to see that the main functions of the org are getting done, also wears the planning and coordination hat for the whole of the org's activity. If

he's going to get the show on the road he needs to delegate some of this responsibility. He needs a deputy — the DEPUTY CO (or D/ED) FOR DELIVERY AND EXCHANGE — and that deputy needs the authority and the clout to see that, through promotion, sales, call-in, delivery and re-sign, the main products of the org do get produced.

Getting this post filled competently enables the ED to fully wear his planning and coordination hat and makes it possible for the flow from D/FBO to D/CO (or D/ED) FOR DELIVERY AND EXCHANGE to FBO to occur.

As some orgs in recent times have experienced both external and internal suppression on the subject of calling people in and servicing them, the D/CO (or D/ED) FOR DELIVERY AND EXCHANGE is given the additional powers of immediate communication to the International Finance Office and the Inspector General Network without vias to report and get help to remedy internal and external situations in orgs which suppressively inhibit call in, delivery or expansion whether by inattention, refusals to post vital posts, failures or refusals to contact or call in interested persons, theft of org prospects or business or outright rip-offs to the end of ensuring successful execution of his duties and the expansion of the org. A form for such a report will be provided but absence of a form or a supply of such forms must not inhibit such reports.

This IS the winning combination by which an org moves up to "fair exchange" with all of its public and from there up to the highest level of exchange.

And it is the highest level of exchange toward which the whole activity of the D/CO or D/ED FOR DELIVERY AND EXCHANGE is geared — exchange in abundance!

L. RON HUBBARD  
FOUNDER

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