

# IT'S A PRO WORLD

---

*A lecture given on  
21 October 1969*

60 min

Thank you.

Well, this is the 21st of October, and the fifth and last in this short series. Want to talk to you a bit about PRO. P-R-O. It is a PRO world.

If you read very carefully in the newspapers—if you want to get your hands dirty . . . Did you ever notice when you read the newspaper you get your hands all dirty? The filth even *rubs* off!

But it's a PRO world. The president of the United States does not make any utterance or take any action that is not PRO. He doesn't take any statesmanlike actions, he doesn't take any executive or administrative actions, he just takes PRO actions, see? And actually the White House only has two types of individuals, three types of individuals, actually. And one is the Secret Service who makes laughing attempts to keep presidents from being assassinated. And they belong to the Treasury Department who also control the drug traffic in the United States. You can see how effective they are. Anyhow . . .

And the next type are the communist agents who have been sent over by Russia and most of the secret documents are handled exclusively by them because they're the only ones that are . . . the only ones that are trustworthy! And all of the rest of the inhabitants at the executive level are PRO.

Now, you think that there are perhaps secretaries in the United States or ministers in England or Australia, or . . . Well, I shouldn't include Australia in the same group. I'd better start including them in with Communist China because they will shortly be part of it.

But you think those fellows are politicians or statesmen, or are . . . have something to do with other functions, but they aren't. They are all PRO. That is the modern trend.

That has been going on increasingly. And, actually, since 1948 and the beginnings of the real cold war it has been an intelligence world. Intelligence has built up to a—meaning espionage—has built up to a level which is absolutely asinine. Nine-tenths of the national budget, or something like that, of Russia is spent on the KGB. I mean their external budget.

Penkovsky, in his papers said, "How can you get into diplomatic relations with Russia when they do not have any diplomats?" KGB and GRU is actually what all of the Russian embassies really consist of. Now, these fellows are a piece of this PRO picture.

But PRO—the president says, "We must do something about the *wuff-wuff-wuffles!*" see, and that's all PRO. Don't think they're going to do anything about them, they aren't. That is to placate the head of Time-Life, do you see, who needs a story that week or has been critical lately.

"We must now withdraw 145 thousand troops from our recent war so that we can replace them with 145 thousand troops. . . ." PRO. Do you follow?

You're not reading any statesmanship, management, anything. Finance, what the hell. The way money has been inflating currently, zoom! It hasn't

anything to do with finance; it has to do with PRO.

"Let's see how we can get on the good side of the voters or the citizens or the revolutionaries or somebody or other. Well, let's put out more welfare. And, particularly, only members of the revolutionary council can get welfare payments"—you know, something like that—anything that is PRO or will show up in the newspapers or which will sound good on television. You think I'm joking! PRO. Public Relations Officer is king.

A bunch of crummy newspaper reporters that you wouldn't bother to wipe your feet on in any other age, now, by some inferous statement in some diplomatic circles of the state can say, "What are you going to do about the natives of Bugga-wugga-wuggastan?" And instantly the president goes out of the conference . . . See, this guy's just a creep, you know. He was probably high on LSD when he said it. And he goes out . . . the president goes out of the conference and he calls in the secretary of state and he calls in the secretary of the treasury, "What are we doing about the natives of Bmfg-mwfstan?" And they work and work hours into the night and finally get out a press release. They aren't going to *do* anything, you understand, but they're going to get out a press release.

You'll find out that more and more of the logic which is employed in matters of state, more and more and more of this logic, so-called, is simply what will be a middle-course, bland policy or what will be sufficiently challenging to get a PRO reaction from the other side. And that is the world in which we live—unfortunately.

There are some real factors in this world but they are getting less and less and less attention. You think offhand that this great welfarism that goes on in the West actually results in some people that aren't starving to death. A guy goes in for relief in Washington, DC. "Well, what revolutionary group do you belong to?"

"Well, I belong to the Pink Panthers," or something, you see?

"Good, you've passed that; now, you are a pressure group. You can make trouble in the press, yes, so we'll pay attention to it. Now, you say you're broke and your family is starving to death. Yes, well, of course, that's tough. Now, let's see. Now, let's see, do you have a TV set? Do you have a watch? Do you have a car? What kind of a car is it? Oh, a 1914 Model-T Ford, I see. Well I'm sorry you're not eligible for relief. No, you can't have any welfare payments."

"Yeah, but wait a minute!"

"Well, you'll have to sell your watch and your TV set and your car."

"Well, I can't sell the car. I can't even give people money to drag it away from the parking lot."

"Yeah, but you got a car so you've had it. But you are a member of the Pink Panthers, now. Now, if you can show me that it's necessary to pay you off, why, we will. But otherwise to hell with it."

You think I'm kidding.

Guy pays in—he's a publisher or something—he pays in fabulous . . . Not a publisher; he manufactures Theetie-Weeties or something, and he pays in to Social Security all of his life. He's been paying in 1750 dollars a month to Social Security out of his pay check. He gets to be retirement age, whatever that is by law now. And he drops them a note and he says, "How about my Social Security now?"

And they say, "Well, do you own a home? Oh, you do. Well, you've had it."

The guy says, "What do you mean I've had it?"

"Well, obviously propertied. Do you have any stocks and bonds?"

"Yes, well, I've got International Tel and Tel, five shares."

"Yeah, well, you've had it. No Social Security." But it sure sounds good on the PRO line, see.

If they did pay him any money it'd be something like \$2.20 a month. See? It sounds terrific, you know? Because it's all PRO. There's no fact back

of it. Guys could starve to death in windrows but unless the Pink Panthers manage to make enough fuss in the press, why, nothing would happen. They wouldn't be paid any money. You get the idea. All I'm saying to you is the actuality—to hell with it. The PRO, that's everything. "We are a welfare state. We support every citizen. Every citizen . . . Well, we wanna vote for John Jones, because every citizen in the country, if he doesn't have two chickens in the pot, the government will put a turkey in." See? PRO, PRO.

Now, part of this stupid PRO picture that we've gotten into is almost every—and I would say you wouldn't probably exaggerate if you said every—British newspaper reporter is a member of MI6, which is foreign intelligence. There aren't any British newspaper reporters that go out of the country that aren't a member of the intelligence service.

The United States—these blokes in the United States I don't think they all are members of the CIA because there are a *lot* of intelligence services in the United States they could be members of.

So it wouldn't be true to say they're all CIA. They probably belong to other branches of the government that are intelligence. These cats, then, put you over the jumps because there isn't anybody amongst that whole lot that isn't for sale.

That's a funny statement but a head of a European intelligence activity made a statement which was quite interesting, many years ago. After a lifetime spent in the field of intelligence he had yet to find a government official or person he could not buy. The prices varied but the fact remained the same.

He had one unhappy instance where a colonel who was in charge of all the secret plans of the country—where this colonel decided to have his cake and eat it too. And the colonel was going to meet him down on the east coast of Italy someplace and he was going to show him that he had the plans, get the payment and then shoot the intelligence guy who was buying the plans dead, take the plans back and leave.

So he met him on this deserted coast in a little house that the intelligence officer used for the relay of messages, and he said, "Yeah, there's all the secret documents of all the battleships. Where is the ten thousand kaputniks?" or whatever the cash payment was. And at that moment that it was produced, why, the colonel started to drag out his revolver and kill the intelligence agent so that he could take these back and put them in the archives and pocket the ten thousand kaputniks and so forth. And, of course, the intelligence agent's agent, who was watching all this through a small hole in the wall at the back of the room shot the colonel in the back and killed him dead. That was about the only exception he'd ever had in his entire career.

In other words, this is a very venal area. So PRO is largely utilized also for political purposes, and anybody who wants to eliminate anybody, ruin anybody's reputation, something like that, can enter in on this intelligence line. Special interest groups back of these governments and so on can place reports inside these governments that then go along these lines.

An agent who shows up who is asking for information is asking for it only in part for his paper, do you see. He wants other information, and then that will go in to his government. Then that, entering on intelligence lines, is forwarded around over the place. And you actually have four major intelligence agencies operating in addition to all the minor intelligence agencies internationally. And one of the large trades in which they engage is placing false information with the other intelligence agencies.

Take a look at that. It's one of the legitimate functions of intelligence to place false information with the enemy. Actually, this is covered in *The Art of War*, some unpronounceable Chinese name wrote way back and that Mao has been using very nicely. They call this guy the dead agent. I don't know why he called him the dead agent because as far as I can see they're very much alive. They place false information and then the enemy, when they find

out it's false, shoot them. Well, the enemy never finds out it's false, really, these days.

So here is this tremendous flood of information. The KGB is putting information into the CIA, you see, to color the PRO complexion of things. And the CIA is putting information in through to the KGB to stay false information in their files. And then the Deuxieme Bureau in France, and MI5 Internal and MI6 External in England are probably the busiest guys at this that anybody ever had anything to do with. They enter in any kind of false information that will make a point, so that then this can be carried forward by a PRO newspaper action or . . . You get the idea. You talk about a bunch of nuts!

Most of these governments are actually operating almost exclusively on false information—almost exclusively. There used to be a considerable run-down to make sure that the information was accurate. And we have learned, executivewise, in recent times that we must not act upon an isolated report. Let us say a crew member or something like that—we get a report that he's wuffle-duffling, you see. To act on that without investigation or confirmation and so forth will do more wrongs than you can possibly shake a stick at. It's absolutely ruinous to act on isolated reports.

A smart executive actually never acts on an isolated report. He verifies and confirms. He hears that CF isn't *blog-blog-yig-yog*. He gets a report to this effect. Now, if he issued an order that CF should be shot down in flames because they *woff-woff-dogglogged*, do you see, without confirming this, he would actually spread a lot of chaos and disaster.

We are learning this the hard way. Every executive in Scientology really learns this the hard way. He can know it intellectually, but after it's happened a couple of times or he's noticed it happen a couple of times, he gets careful about this sort of thing.

Well, what does this add up to? This adds up to the fact that a false report, acted upon, brings about chaos and injustice.

So all an intelligence agent would have to do is feed enough false information into a government which hasn't learned the lesson the Scientology executive has learned and have that government start acting on all these false reports to absolutely destroy the whole cause of the government and the whole country. There'd be nothing to it. You could destroy a country by getting it to accept false reports.

Then whenever the political operating climate is very bad in an area . . . An area can lie dormant. Nobody's very ambitious. Nothing's happening in this area. And then all of a sudden the Russians and the CIA or the British or somebody like that starts stirring it up. You know, they want to make a couple of quick bucks for the World Bank or something like this. And they start revolutionizing it or hopping it up. Then these guys, all this time, have had these fantastic numbers of dossiers sitting around. The British Intelligence is always issuing little information sheets—"Do-do-do-do, do, de-de, do-do." And some intelligence officer down there—he's been filing them and filing them. This country of Pumjum, see—and he's been filing these things and he can hardly read, you know—"Ugh-bug," and files them and files them.

All of a sudden one day somebody starts running guns. A couple of junior ministers suddenly are found to have been in the employ of the enemy. Oh, well, they didn't look further. They'd find 90 percent of their people are getting money from somebody else somewhere. But they get nervous now. They get nervous. It wasn't that the information wasn't there; the information was there. But now that they're nervous, they *act* on it!

They break out the files and here's some file the Shell Oil Company has managed to file against Standard Oil Company in this country, don't you see. Coolly false report that the manager of the local branch actually is accepting pay from the Russians and has fifteen wives scattered over the

world and is actually wanted for murder in South Africa. You know, a whole bunch of lies. And you see Standard has put this in about the Shell agent or Shell has put it against the Standard. So, of course, all of a sudden, when the political climate suddenly hots up—all by PRO, see . . . The Russians have figured out a new angle to publish in the American press, and the Americans have figured out a new angle, and the British have figured out a new angle, and somebody wants something out of this country of Pumjum, see, so it's hotted up.

Right away their army, their president, their minister of defense, the rest of these characters, turn around to the intelligence agents and say, "Where's all the hot dope?" And, of course, this little guy who can hardly read you know, he starts bringing out the files he's been filing. And, my Christ, they find out that the head of the Shell Oil Company has been *wogh-wogh* and the manager of Standard has been *wuff-wuff* and that the international diamond syndicate and so on has been knocking somebody's head off because he owns some of their shares of stock, and they tried to depress his business so he'd sell out so one of their pals could buy them, you see. So a lot of false reports in about him.

So they look at all this stuff and they say, "My God! We're in a den of thieves!" And they just start shooting everybody, *boom-boom-boom-boom-boom, boom-boom-boom*.

The hysteria that's going on right this minute in Libya is a wonderful case in point. This guy actually was able to get enough false information assembled and brought to the right people that he was actually able to kick out the king and then kick out the king's brother, or something of the sort—or the crown prince, rather—and he was able to knock out all the old lines and so forth. Just all this false information suddenly bit. Now he's saying, "No foreign businesses of any kind whatsoever must come into Libya." Sounds like he's scared to death; he's totally hysterical. Of course, the whole country will absolutely collapse. Thud! He'll put himself off the lines, nobody will ever have anything to do with him. The Russians have promised him a great deal of help, but that was just PRO!

And all of a sudden he's driving down the road and he notices nobody has anything to eat, and all the markets are empty, and most of the cars are stopped and stalled, and there's no ships coming into the harbor. And he says, "What happens. What happened here?" And the natives said, "You led us astray," so they shoot him. And that is the next step that is going to happen in Libya. "Mysterious 27-year-old takeover found dead yesterday in his bedroom." Because it'll all collapse. Do you see? Because they do not verify their information before they act. Do you follow?

Now, you in the Sea Org are operating in this weird PRO world. And it is a weird world to operate in. The psychiatrists actually shaking down governments, working for other foreign powers, were actually able to get enough false intelligence information into enough files about Scientology and about us that where a country becomes very active they start looking up all this information—which is all false—the situation heats up, and then they all of a sudden put the heat on. And then they become very curious about us and about what we're doing and so on and *yap-yap-yap-yap*.

And, of course, the psychiatrist is protecting a multibillion dollar empire. He has the greatest racket in the world. Governments all over the world appropriate him money. They appropriate him millions just off-the-cuff. "Oh, you want a little money for research. Oh, good. We'll give you a little money for research. How about a hundred million, huh? Huh? Good. All right." ]

Well, if they've got to have this money for research what do they want them around for? They haven't solved the problem because they've got to research it. Obvious. And the psychiatrists—they finance study groups with this sort of thing. And that study group becomes very interesting. They have

a lot of people in from Pumjum and Yipyap, and they all sit around and discuss it. And their latest materials are actually prefaced by the fact that scientific thinking is no part of their activity. The physical scientist—he talks in terms of results and proof and that has nothing to do with what they're doing. That's all a very crude approach. They're very artistic and they have an entirely different approach.

We've driven them into this absolute psychosis. It's the most marvelous preface. They put this preface now in each one of their published books. It's the same preface. "We are not scientific, and scientific people shouldn't . . .," you know, and "Who should expect results of us" and, you know, all that sort of thing.

And aside from financing a few of these study groups and running very tiny offices, they actually just farm out this dough to all their pals and they stick it in their pockets, ha-ha! What a racket, boy! They probably get another take from private individuals who want certain people grabbed and knocked off, and probably there are certain enemies of the government and so on that they can grab and knock off. In other words, they're a political graft activity, but they operate 100 percent along with PRO.

So they infiltrate the government lines. They enter all kinds of wild things into the PRO lines. When a country heats up that sort of stuff is brought down to view. And these governments, having no goddamn sense at all, are liable to act on it. Do you follow? That's our operating climate. Sure is a lousy operating climate.

Now, it isn't that our universe is more dangerous than anybody else's universe. Their universe is about a hundred times as dangerous, only they don't know it. They're too stupid to find it out.

We actually, before we developed good port PRO actions and good local area PRO actions, were very often in trouble. We were in trouble in the most remarkable ways. But it wasn't really Scientologists that got us into trouble. The biggest amount of trouble that happened in Spain was a commercial licensed engineer who turned homo and was that way with hired Spanish hands who then went to the police and complained about this English engineer. And he was dismissed and the whole thing was handled. But it still sits in the Office of Information in Spain. See? Not as a handled situation but that there's something, you know?

And they're having a lot of trouble lately with hippies. They aren't counting the communists that they've got in their midst—minister of defense, minister of shipping, Franco's first adjutant, second aide, chamberlain—they aren't counting these guys, they've got to get these hippies. You see, it has no political sense at all. If you knocked off every hippie in Spain, you would not have strengthened its political position a minute.

But the English newspapers recently have found out that hippies are copy and by forcing hippies into this or that position, why, they can write newspaper stories, which is quite fine, you see. Now, probably they have infiltrated the lines about something or other about hippies. So then it finally gets down to Spain, so then anybody, or anybody that they're afraid might be hippies and so on, why, this becomes a very difficult problem. Gives you some kind of a level of the unreality of operating actions of such governments.

Now, Spain is supposed to be violently at odds with England over Gibraltar. The minister of shipping's first appointment after somebody from our organization was seeing him the other day was going up to London—I suppose, to get his cut. Do you see?

So, over the years we learned how to handle this. And we're pretty savage, actually. The head of the anarchists the other day, to a visitor, said, "If you think we're bad on the subject of psychiatry, you ought to listen to the Scientologists. They're really vicious." And, yeah, they're getting sorry they started this thing. They've been sorry for the last year or two that they ever heard of us or did anything about it, see? We weren't even in their line of

country. They're going to lose their whole stinking empire before they get through because they attacked us. See, it's that rough.

But where you're concerned in the Sea Org is in your direct operating environment. Now, before we learned how to handle this and before we learned the drills in connection with this and so on, we were very often in trouble. Little sniggly things, see, in the port. Little actions here; a newspaper reporter—somebody talks to him.

We accept an insecure crew member, do you see, like this non-Scientologist Linda Smith. She was just wished off on us. And then, of course, she runs off and says how horrible we are, and her family electric shocks her into confessing how bad it is, see? But she was a plant. So these people who really aren't Scientologists and so forth are dynamite just from this particular angle. We have learned this. They are dynamite.

We get into various troubles because we take our finger off our number. We let insecure personnel come around, and we don't do our regular PRO steps.

Now, when we do our PRO, if we do our PRO superbly well, just on our drilled lines—the Ship's Rep, the Public Relations Officer, the various liaisons which are carried on . . . That is to say, the presents to the harbor master, being friendly, being cooperative; they tell you to move the ship, why, you move the ship, and it's all very fine and it runs off very easily—we take care of all of these angles, see—some kind of a handout that explains what we are and that answers all the questions of the situation. All of these various actions, you see, and we never slip on these things. And as long as this occurs, why, a new thing sets in. After we've been in a port, somebody trying to spread bad information about us in a port becomes a bad hat.

Now, when this was only partially built up, such as in Greece, we still changed the government of Greece, that's for sure. We had . . . a lot of changes and actions went on in that area. And the people of Corfu heard a rumor that we were out in the channel one day and the whole damn town went crowding down against the fence to see the *Apollo*. In other words, our local PRO was good. It was being continuously poisoned by a CIA agent who was in the town and by the British consul who went around telling people continuously that we poisoned the wells and put curses on their cattle, and so on.

Now, if that would happen now, why, we would have a different approach. We wouldn't let this go. Do you see? We wouldn't let this go even that far. Our PRO would have been better in the first place. Now, our PRO was all right in the area, but what it did was built up to the fact they now felt those guys were psychotic. And that the government would do something about this became absolutely incomprehensible. And therefore, the government was no good at all.

In other words, we built it up pretty high. After all we'd spend a lot of money in a port, we're very good people, we're very easy to get along with. If people just looked at the truth of the situation everybody could relax, don't you see.

But what we do is build up the level of loss, that if they got rid of us they would lose one hell of a lot, see? We build up their potential loss very high. We keep our ship presence, our PRO, up and this acts as an effective buffer so that the intelligence officers or agents that suddenly pick this up in these dossiers say, "Heh-heh! English. *Buulh!*"—throw it out, see.

Now, you could build this up sufficiently high that somebody who talked about us in a port, like a consul or a newspaper reporter, could be made non-persona grata in a country and booted out. Because it's obvious they are lying. So if our level of truth and reality has been built up very high, of course they look and sound like liars.

And our PRO is totally built on ARC. We build up a high level of affinity by using a high level of communication. We take all the questions out of the situation that they would handily ask and we build up a high level of R. So we build up high affinity, high communications and a reasonable R. Your

ARC goes up through the roof. And the definition of A . . . You see, ARC also bases on understanding. So they've got to understand why you're there or understand what you are doing. The more of those questions that get stumbled up, why, the lower your understanding or your ARC will drop.

So, affinity is the ability to occupy the same space—ability or willingness to occupy the same space. A high affinity—two people with high affinity are willing to occupy the same space. So if you want to occupy a space of a port you have to have a high level of affinity. And that is built up by the C and the R. That's really all there is to it. But it takes a lot of work, it takes a lot of leg work, it takes a lot of seeing people, it takes a lot of answering questions, and it takes a lot of cooperation on the part of the ship's company. It takes a lot of cooperation on the part of an AO or a base company. It takes a lot of cooperation on the part of a stationship.

But every stationship and every AO should work on this very hard. They should have very, very good PRO. They should build it up to a point where attacks on the local organization are rebuffed. They're rebuffed; people don't believe them.

Now, we've obviously done it as far as the police of Los Angeles are concerned. Why, they . . . people try to attack the org down there, they say, "Aw, go get lost." That's interesting isn't it? Now, I'm sure the police of Los Angeles have been fed information by the American Medical Association, the Better Business Bureau, the Health, Education and Welfare, which means, actually, "Disease, Ignorance and Starvation." As near as I can figure out that's the way they operate. They've been fed all sorts . . . Because that's the FDA. We've had Internal Revenue, who is directly run, as far as we can establish, by the World Federation of Mental Health. Internal Revenue Services do anything they ask them to do. Those birds operating in an area and so on could upset the operating climate of the area.

Operating climate is something you have to work for: It is not a passive thing which simply exists. That you show up has nothing guaranteed about it at all, that you are there. There are only two crimes in the universe: one is to be there and the other is to communicate. Those are two crimes. So you have to add the R and the A, and then you can be there and you can communicate and it goes on up the line. Do you follow?

Without the R, the reality of the situation, and without the affinity built up, why, your C becomes totally inhibited. So you eventually can't even speak out for yourself. So you build your ARC up very high.

Now, there are various ways by which to do this. And it isn't just the duty of Division Six and Division Seven. Actually, crew members also assist in this very, very greatly. They are already offering in Mediterranean area . . . Mediterranean areas they keep all the women dressed as ugly as possible, sitting as far back in the house as possible, because they know they'd be finished if they ever let them loose. So that is one thing you have to overcome: freedom of women. It's much more general in the United States and in England, and in Russia today, than it is in the Mediterranean areas, do you see?

So there are various little things that we have that we're not going to change but we're sure going to explain them. Do you see? We're going to get a better explanation on these things before they think of a better explanation. We normally have got to think of the explanation before they do and publicize it before anybody else can.

So we have the fact that it is an oddity to have a ship that does something else besides carry potatoes from A to B, you see. And it is an oddity to be doing anything in the world but punching a time clock and listening to PRO. I think the whole world's population is not supposed to produce these days; it's just supposed to listen to this goddamn stuff, see. "What are we going to do about the Middle East?"

Every new appointee that was appointed earlier this year in every country had the same statement to say because he knew the press would print it:



"How are we going to handle this problem in the Middle East?" See? Joseph Ergflatz or something, appointed to the United Nations—"Well, we've got to do something about this problem in the Middle East." Somebody appointed in France—"Wee must do somm-theeng about the Meedle East!" Somebody is appointed to the new Foreign Ministry and "Well, I rather think we'd bet-tah do something, you know, about the Middle East, ho-ho, right." Everybody, you know. "Das Middle East! Vee got to do somm-ting!" Do you see any change in the Middle East in the last six months? Not a damn bit! One hundred percent PRO.

So these cats go riding in along their hobby horses, and somehow or another somebody's got to listen to all of this. That people are going broke and getting shot, and that money is inflating out through the roof and a few other real problems that are happening in the world right now—such as how in the hell do you do business in this kind of an operating climate? How do you even sell potatoes in this operating climate, I wouldn't know. "Ah, potatoss, uh-uh. Cutt each vun of dose potatoss open—secret messages."

Now we sit with the total monopoly, actually, on psychotherapy, planet Earth. Fantastic! We've got a total monopoly. Actually, high level administrative skills—we've got a total monopoly. Everybody's trying to educate people. We know why people can't be educated and we normally can fix them up if we put our minds to it. See? We've got high level tech. One of the troubles is it's too high. It's what's known as a cultural lag.

Now, you're going to run into that on administrative education in Africa. I've already done some education of Africans, and coloreds and whites in Africa on administration. I've already done some of this. And I produced very, very enthusiastic administrators. They were really quivering and so forth. I wasn't teaching them anything very sophisticated. "When the mail comes in you write it down in a log. And when you mail it, you write it down in a log, and you put the stamp on it." "You do? Oh, boy!" Terrific, you know. "When you type a letter, when you type a letter, somebody at the other end is going to read it and the words have to be written so they can be read." Overwhelming cognition! "You put the stenographer's initials down at the end of it, and then everything in the place is filed in central file cabinets by alphabet."

The guys I was teaching this sort of thing to were clerical level people, and they were absolutely in awe. They were absolutely convinced the government was now going to get up off the ground. Of course, they had some kind of an insight that I wasn't quite just teaching administration. They also had the idea I might be able to do something for the country at large. And they were beating the drum for this very heavily, all on their own private line. But there was the level of reality of administration in Africa.

Every time I'd get a new girl in that was supposed to be a typist—she'd usually been turned out by a typing school or somebody—and, Jesus, she could no more spell, type or anything else. I used to open the book and every moment that girl wasn't stamping envelopes or doing something else, every spare moment she had, she wasn't supposed to be out there chewing the fat with the other girls, she was supposed to be sitting at a typewriter sight-copying and touch-typing the text of a story. And when I'd walk around through the office I would pick up the story and pick up their written text. They'd put what they had typed into the book. See? And they were getting better. They would eventually get the idea that you could type and it could be read and it could be done fairly rapidly. And their confidence would just go up through the stars. They didn't know why they'd learned to type in the first place.

There's your level of administrative action. For an executive, he's doing his nut because nobody can find his letters, nobody can mail his mail, the messenger is never available. It's all going up in smoke as far as he's concerned. The little clerical actions and lines and communication lines, and how you answer a telephone and all of this sort of thing—those things are

wildly out. Now, if he was backed up with any kind of a sophisticated administrative pattern of what he was trying to do, backed up by efficient clerical actions which matched it up, why, he would take off like a rocket.

Truth of the matter is, one is rather filled with awe at the amount of progress which has been made in some of the African countries at this time. You look over some of their brochures—which of course are putting their best foot forward—and that they have made any progress is quite remarkable. And the cost that it is costing them, they haven't added up yet. By the time they have borrowed twenty-eight million dollars from the World Bank to build a five million dollar housing project, and what this will eventually do to their economics—you get a sort of a robot society where you have a . . . a top strata of this society is actually operating each member of the society as though he is a cog in the machine. No members of that society are furnishing any impulse to its forward progress. In other words, it's a run, sort of an oddball, funny society. Nobody actually is consulting the happiness of these people, whether or not they like this brand-new thing or not.

And they have, actually, a lot of troubles coming up somewhere in the future because they are not administering economically. They're being took.

But that's beside the point that I was making. Their PRO, of course, is forward progress, freedom—this, that and the other thing—and you have to figure out, in an area, what they're beating the drum for. And this is known as ethnics.

You're at risk, always, operating in an area where you do not know the ethnic values. Now, they don't even have a word for this in English which means exactly that. It's the mores and customs. It's what do the people believe. It's what is right and what is wrong. It is the solution of good conduct—What is right? What is wrong?

Actually, some of this work was done for American troops before World War II, and they weren't supposed to do this and weren't supposed to do that, et cetera, to better their relationships with the native population. But these were simply based on careless, factual or nonfactual surveys. And a space opera approach to this situation is quite different than an Earth approach—quite different.

If you are going to control or govern or have influence upon an area, you have to make ethnic surveys. You have to find out what is most liked and what is next most liked and what is considered bad and what is considered totally evil. When you've got the lists of those things, now you know the control buttons of the society. Those are the buttons of control, boy. They aren't just "Study, ha-ha."

I get so goddamn tired of reading these psychiatrists on "We're studying the [*mumble*] now and we're going to have . . . had a conference the other day. And Professor Blotz advanced his new principle that uh . . . if people were daffy they were quite crazy. And uh . . . we discussed this for some hours and 'Are newborn babies happy?'" And they don't even get a midwife in to ask her. See, it's this total level of *nnthaaa*.

That isn't how you do ethnic surveys. You do an ethnic survey by going out and asking questions and by looking into books and backgrounds of religions and that sort of thing. You have to ask questions. And it takes a little while to get ethnic surveys. You're at risk if you're operating in an area in which you do not know the ethnics of that area.

Now, what is good conduct? Honest to Pete, if you look over today who the heroes of stories are that are being written in the United States and England and so on, you would be absolutely flabbergasted, because they obviously are representing the level of good conduct. What is good conduct? What is being good? And you think you can answer this, don't you? See? That's your first mistake. What is good conduct today has very little to do with good conduct yesterday.

But an ethnic survey will resolve it, whereby you go out on a broad-scale basis, you sample enough of the population, you'll find out what the new ethnic

is or what their basic ethnics are, really. And then after you've put together a code of performance for action, or the mock-up, you want to get *this* critically looked at. And then you've just got it taped. That's putting in your R.

And if you wanted to be very careful about this and if we were going at this on a broad scale in the whole African area, you'd put in the R *hard*, see? You'd do an ethnic survey, then you'd base a program mock-up on the ethnic survey, and then you would get that evaluated and so forth as a new survey, and then you would put it into operation. It doesn't necessarily take forever.

You probably think there's a lot of opinion in South Africa. We've just done an ethnic survey in South Africa. You probably think there's a lot of various things. You could probably give me—and even South Africans would probably give you various things that were liked and disliked in South Africa. But you're only interested in the majority. You're studying the human beings in the mass, not their personal prejudices. You start listening . . . Little samplings like this damn PRO thing, see—you listen to *one* newspaper reporter and you take *one* prejudiced politician and you add those two up. And these guys are charging in with this as a PRO action, they're going to get their throats cut sooner or later, and they do. See, it's a sampling. It's too small a sampling.

Ethnic samplings have got to be very broadly done. Something on the order of 49 percent—no other such gross figure shows up—but something on the order of 49 percent of the people of South Africa are *not* all worried about the things you would think they were interested in. The most popular characteristic in South Africa is friendliness. You look for something dramatic, you know.

Here's a scene, the PRO lets you see "And from the outside it's *rowr-rowr* and from the inside *rowr-rowr*." And yet what is most liked in South Africa is friendliness. And what is least liked in South Africa is narrow-mindedness. That is detested. And those are the high, sweeping majorities. There are no other majorities. There are little things like 11 percent, 2 percent, 1 percent—they're nothing. Forget them.

So it's friendliness versus narrow-mindedness. It doesn't even make a dichotomy. So all you've got to do is say, "Those who are against us in South Africa are narrow-minded! Because we are the friendliest people in the country!" Immediately the South Africans are for you. Got it? And that's what's meant by an ethnic survey.

Now, these are your real PRO factors. But now we're talking from space opera. This is how it is done in space opera.

We, for instance, are walking up on a new PRO triumph. Germany, apparently, medical profession is going absolutely overboard for Dianetics. Good. It won't let them down. But all of their modern technology—the psychiatrists and the psychologists—got all of their modern technology from Germany. It's gone the whole cycle.

Now, you see, some time in the near future—"Like all great psychotherapies Dianetics is being exported from Germany!"

But these are the functions and actions of PRO. Now, you'd think normally in asking . . . talking to a crew or the Sea Org about PRO I'd be saying, "Don't go ashore and get into fights, et cetera, and don't fraternize with the natives and et cetera and so on." That's what a military unit would do and they normally wind up as terribly unpopular. Because they're not the right ethnic actions. See?

Now, I couldn't at this instant tell you what in this port is exactly the best ethnic actions. You would say immediately "Well, you'd have to be pro-Mohammedanism" or something like that. Not necessarily. Nearly all of the newcomers and the younger generation are anti. You see?

So when you preconceive these ethnic values or base them upon what you read in *their* press, you make mistakes. Because they don't know how to conduct an ethnic survey in the first place.

So actually, to do excellent PRO, you follow the drill: You listen to what the Ship's Rep tells you. Don't go off lines. Don't go streaming up to agents. That's one of the things we found out: only one guy goes and sees the agent. Your PRO guy, he takes care of everything, and everything else is referred to this PRO guy. The crew keeps its nose clean, behaves itself and is friendly to people.

Beyond that you'd have to do an ethnic survey for every particular area and tie it up. Now, we do well. We do well since we ourselves got in our drill. And since we had only Scientologists aboard. I don't know *what* other ships and areas do. Full of wogs? If they're as critical of other ships as they're critical of us, and knowing sea crews as I know them, I could say that the government—ha! government—of Spain would probably have to wind up by debarring every steamship company and every line from all of their ports, do you see, if they're critical of us.

Now, they're not critical of us, they're critical of some PRO action or line infiltration action that has been done. So a part of it is do a confrontation and get that cleaned up. We've learned that: Don't let these things sit around. Do a confrontation. Punch them through. Punch them through. *Bug* these people. They've done some bad action toward you or you've caught up with them and so on—start bugging them! Don't ever let them off. Just don't ever let them off. Start tackling it. You know, because it's a pack of lies anyhow. It'll eventually collapse. So you don't let bad PRO stay around if you possibly can help it. As soon as you can do something about it, you do something about it but from the top.

But meanwhile, locally, you make all bad PRO look like a bunch of schnooks! See? You put yourself in so strong locally—with all of the powers that be and all of the factors locally, you put yourself in so strong that when they try to do something to you exteriorly it just causes one god-awful stink! And it makes the local people think the national people, or somebody at the other end of the line, are nuts! You follow? Because you're putting truth in up against a bunch of lies, and in the final analysis truth always wins.

You've got to know this drill. It's in FOs. Our PROs and Ship's Reps and people of that character—they've got to know this drill; they've got to follow this drill. It's a very precise one. They do it very well. Currently it's very well in. It must never be let drop out. And it is not in, I am sure, around certain stationships or areas to the degree that it could be, and I'm sure that it's not in around AOs and SHes to the degree that it should be. But it applies to them too.

Now what you do—if you back that up all the way up the line, if you back that up 100 percent with good, sound ethnic surveys, and then got your program, your mock-up, your actions and so forth reanalyzed after you'd gotten them planned and then went out along that line and did follow them, you'd take the world. You understand?

That's what PRO consists of. What it consists of to the governments, the outside world, the wogs—they just use it upside down and backwards to kick people's heads in. There's another way to use it, and that's to pick people up and entrench yourself solidly anywhere you want to be.

There's two sides of this PRO. It can be done right and it can be done wrong. We ourselves in the past have occasionally done it wrong and, boy, have we suffered for it.

So I would say the bad PRO that's being scattered around on a national basis is the third party action of the centuries. And I would not be a bit surprised if it didn't result in the downfall of most of the existing nations on the planet to this day—the abuses that they're making along the lines of PRO and intelligence.

The atom bomb isn't the trouble in this world today, it is bad PRO and using PRO to corrupt and enturbulate. Now, if we use PRO to straighten it all out, we'll come out on top. This is one of the most important things a Sea Org member should know. I'm not talking about it as a subject lightly

because it is the subject that has gotten us into the most trouble, and the subject which if done well can get us out of most anything.

Thank you very much.